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HAND BOOK *of* ALUMNI WORK

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FOREWORD.

The collecting of material for this book was begun nearly two years ago by two secretaries who felt that there was need of such a publication. When the Association of Alumni Secretaries met at San Francisco,, in the summer of 1915, it was discovered that others also had reached the conclusion that there was need for such a manual. The question was taken up at that meeting and it was decided that the Association should undertake to publish such a book. A committee was appointed to gather material and put it into shape for the printer.

In compiling this book the committee has endeavored to state general principles which a limited experience has shown to be well founded, and to arrange all material obtainable in form to be instantly available for the use of any one interested in alumni problems and alumni work.

The committee realizes how inadequate such a book must necessarily be, but hopes that it may serve a useful purpose and may also serve as a basis for a fuller and more adequate publication along similar lines in later years.

I. A SHORT SURVEY OF ALUMNI ORGANIZATION.

Alumni organization in American colleges and universities is a comparatively recent development. Though the graduates of the earlier American colleges had a certain influence on the policies and growth of their alma mater, it is only within the last twenty-five years that these organizations have become a factor of any great importance. In fact, this development is so recent that its significance is not sufficiently realized, least of all perhaps by the alumni themselves. When it is considered how vitally alumni influence enters into the life of our colleges and universities at the present time, the small space devoted to these organizations in most university histories and works on higher education in America is significant. It suggests at least just how much of a departure from those long educational precedents which lie behind our college system, is this habit of graduates to organize for fellowship and for the good of their respective institutions.

The desire to perpetuate college friendships and to revive memories of college days was undoubtedly the underlying cause which first brought the alumni together in these organizations, and not a few associations have progressed no further in their activities. Gradually, however, the alumni organization came to play a more important part in the development of the college. Nothing was more natural than for the authorities to look to the successful alumni when adding to the membership of its governing board, and just as naturally the organization of the alumni, either directly or indirectly, and almost invariably after a struggle with established customs, furnished the machinery for making the selection. The college authorities also came to recognize other possibilities in the alumni associations; use was made of them in securing financial assistance in the form of endowments and alumni funds, new buildings and equipment. Their aid was also invoked in efforts to increase the attendance.

Thus it has come about that while the alumni have come to take an ever increasingly important part in the life of the institution, the chief direction of such activity has come from the administration, and the chief executive alumni officer has been very often a paid officer of the institution.

It is only recently that the alumni have organized, not as an adjunct of the college administration, but as a body designed to formulate independent alumni opinion, and to make intelligent alumni sentiment really effective for the good of the institution. With this new phase of alumni activity came new elements—the alumni-paid secretary, and the alumni journal. Practically every college or university in this country now has some sort of an alumni publication, either weekly, monthly or quarterly, designed to keep the graduates informed of the progress of their institution. All the larger institutions and many of the smaller ones also have an officer who devotes all or at least a part of his time to the work.

This organization of college graduates is distinctively an American institution. There is little in European universities to correspond, particularly in the continental universities where they do not even have a real equivalent to our term "alumni." The graduates do not feel the same personal ties, nor do they idealize Alma Mater, as does the American graduate. The reason lies undoubtedly in the differing educational systems. In Germany as in France, though the universities are self-governing in many particulars, they are essentially state institutions. A certain amount of university training is absolutely essential to enter any of the professions, but it is not the degree, or evidence of the work accomplished which counts; the state examination is the all-important thing. The fact that, in Germany, at least half of our usual college course is provided in the secondary schools, the *gymnasien* and the *realschulen*, gives a greater freedom to the university curriculum. There is therefore little or no tendency toward hard and fast courses in the universities, leading to a bachelor's degree. The emphasis is placed rather on the teacher than upon the university, and the student, because of the governmental control of the whole system of education finds it easy to pass from one university to another. There is in

fact no real equivalent to our A. B. degree, and many men complete their college work, after a longer or shorter period of residence, with no degree. Lacking thus our more relatively rigid system of undergraduate instruction, there is really nothing upon which to build an alumni organization as we understand it.

Whatever sentiment the former student in Germany has for his university is expressed through his relationship to student and university organizations. The former members of the distinctive student social associations, the *Corps*, the *Burschenschaften* and *Landsmannschaften* have very much the same feeling of loyalty that the American fraternity man feels towards his chapter. They return to the houses in the same way and find the traditions and records of the former members carefully preserved. For the more studiously inclined there are, too, the various *Vereins*, such as the *Mathematische Verein* and the *Philologische Verein*, which meet at stated periods usually in favored restaurants and whose traditions are carefully preserved. But to the university as such the former student has no tie. He has no voice in its control, and the university makes little effort to keep in touch with its former students.

In France the situation is practically the same, with the exception that there are no student organizations which correspond to the German *Corps*. The tie between the French university and its former students is even more tenuous.

In English and Scotch universities it is somewhat different. There the returning alumni are organized and have a considerable voice in the control of the university. At Oxford and Cambridge, where traditions have the prestige of centuries of growth, the convocations of the different colleges, composed of the faculties, the fellows and the holders of the master's degree, can exert legislative powers in the conduct of the affairs of the college. Only as they act through the college, however, have they any voice in the affairs of the university. These holders of the A. M. degree are A. B. men who have retained their membership in the college through the payment of certain fees during a stated period, after which they receive the M. A. in course, as has been the practice in

the past in this country. This, in effect, produces a body of loyal and interested graduates who prove their vital interest in the affairs of the various colleges in many a well-attended session where warm debates are held upon college policies. The alumni of the colleges composing the two universities also hold an annual meeting during the year which in many ways corresponds to our alumni reunions in American universities at commencement time. Most of the English colleges also publish some sort of a journal, which appears annually or semi-annually, giving information concerning the former students. Otherwise, with the exception of university clubs, there is no organization in the two English universities which performs the general functions of the alumni association in American universities. Systematic organization of reunions, local alumni clubs and classes, or the solicitation of funds, is for the most part unknown. Our organization, in fact, is more nearly paralleled in England by the former students of the great public school, where the alumni, known as "old boys," meet annually for dinner, publish journals, and in general lay great store on their status as old "Etonians" or old "Paulines."

With the Scotch universities, such as Glasgow, Edinburgh and Aberdeen, and with the English provincial universities, such as London, Manchester and Liverpool, which are all of more recent organization, the case is quite different. There the alumni have a very practical share in the control of the university. They are privileged to elect a certain proportion of the members of the governing board. In the Scotch universities, which may be taken as representative, the alumni are known as the General Council, in which all holders of a degree are eligible for membership. This body has several prerogatives, of which the privilege of electing four representatives upon the governing body of the university, the University Court, which consists of fourteen members, is the most important. The faculty also chooses four members of this body. The General Council meets twice a year, or at the call of the chancellor, and has the privilege of electing the Lord Chancellor of the university and also of electing a member of Parliament. The fact that the latter

prerogative rests with the alumni results in the maintenance of careful lists of graduates, which are kept up as a matter of course. The alumni or General Council also have the privilege of initiating and considering questions of policy, though their function in this case is only advisory and subject to review and report by the University Court. For the most part the Scotch and English universities publish no alumni papers. Aberdeen is an exception, however, with a magazine published under the joint auspices of faculty, students, and alumni. Plans for the establishment of a similar paper at Glasgow were interrupted by the war.

But here again the organization of alumni goes little further. There is little of the appeal for funds on the grounds of personal loyalty or for any other reason except perhaps in very recent years. The alumni lists are kept up only for what are practically political purposes, and such things as a class reunion and a local alumni association are almost unknown.

In American colleges and universities the organization of alumni has had a continuous and a fairly consistent growth for almost a hundred years. As is natural, the first steps were tentative; in fact, so modest were the early organizations that it is difficult to find in the various college histories anything beyond the date of organization. Though the graduates of some of our older institutions were able to make their influence felt in various ways, even before the Revolution, it was only an informal and unorganized expression of opinion. Definite and conscious co-operation of the alumni did not begin until the first half of the nineteenth century and then only in a few of the oldest universities.

Although it has proved difficult to find the history of alumni organization in many of the earlier American colleges, enough information is available to show that the development has followed the general growth of the institution, with an acceleration in the more recent universities of the South and Middle West corresponding to their recent rapid development. Precise information concerning these early organizations is difficult to obtain. Whether in most cases, they had

any more specific purposes than good-fellowship and the renewal of old ties is doubtful.

In most institutions the first step towards organization was a general association of all the alumni, though in some cases organization by classes or by local clubs was the rule. One of the earliest if not the first organization which has survived in its early form, was at Yale, where the system now followed was under way as early as 1792. Yale's system differs from others, in that it centers about the class organization. There is no general alumni association. The class organization therefore came to have greater relative importance and the result was the final organization of an association of class secretaries and the establishment of a class secretaries' bureau which aims to direct the work of the secretaries and at the same time take off their shoulders the great amount of routine labor of gathering and compiling the biographical and statistical material published in their reports.

The Yale alumni fund is also organized through the classes, with a special officer known as the class agent in charge. Since 1792 practically every class has been organized with a secretary as the executive officer and the editor of a series of records, which now amount to almost 600 volumes, not including small pamphlets and address lists. The organization of Yale alumni into local associations did not come till over sixty years later, when the first local organization was effected in 1856.

The Yale association was organized with the specific purpose of holding the members of the classes together and enabling them to keep track of one another, and possibly keeping them in touch with the affairs of the university. There were similar class organizations in many other of the early American colleges, but nowhere has this system been carried as far or developed as consistently as at Yale. The more usual form of organization was the formation of a "society of alumni" or "alumni association." Various reasons may be assigned to this impulse for a general organization among the alumni. In some cases it was the direct result of the efforts of the graduates to have some voice in the control of the college or university. In other cases it was to obtain the

co-operation and support of the alumni in matters of university policy; in other cases the reason was largely an effort to revive college associations and sentiments. One of the earliest of these associations was organized at Williams College at Commencement time in 1821, when the alumni were organized into the Society of Alumni; "that the influence and patronage of those it has educated may be united for its support, protection and improvement." The purpose of the proposed organization was stated by the committee which called the meeting together as follows: "The meeting is notified at the request of a number of gentlemen, educated at the institution, who are desirous that the true state of the college be known to the alumni."

For somewhat different purposes as far as the instruction of the committee upon organization is concerned was the society of alumni organized at the University of Virginia in 1838. This grew out of a request of the board of visitors in 1837 that the faculty invite the graduates of the university to deliver an oration on the following Fourth of July. Later a committee was instructed "to invite the alumni to form a permanent society, to offer to graduates an inducement to revisit the seat of their youthful studies and to give new life to disinterested friendships found in student days."

The organization at Williams may be taken as a forerunner of many similar organizations in eastern colleges. Among other New England colleges, Bowdoin had an alumni organization as early as 1840, while Amherst followed in 1842. An Alumni Association of Nassau Hall was organized in 1826 at Princeton. This organization tried to raise a hundred thousand dollars in 1832, but had to be satisfied with half that amount, which enabled the university, however, to build a new telescope and to add, in 1833, three new professors to the university. Under the administration of Dr. McCosh the alumni were more systematically organized, and in 1886 he first proposed an advisory committee to act with the board of trustees. This plan was not adopted, however, but in 1900 five alumni were made eligible, upon election, to become members of the board of trustees of the university.

Harvard's alumni association was organized in 1840. Here

again we have the same effort to introduce alumni representation into the administration of the university as one of the first tasks the alumni set for themselves. A bill was introduced in 1854 to take the election of the board of overseers out of the hands of the legislature and entrust it to the alumni of Harvard College. This failed, but a renewed agitation in 1865 resulted in a bill providing for the election of thirty overseers by such persons as have received from Harvard College the degree of B. A. or M. A., or any honorary degree.

The first alumni organization at Brown was an Alumni Fund Society, in 1823, organized to give prizes for the commencement speakers. The real alumni organization for general purposes did not come, however, until 1842. At Columbia, the first alumni organization was effected in 1854, with a general reorganization giving the alumni a share in the government of the university in 1908.

In the South, a Virginia association was organized in 1838. Virginia, however, and possibly some of the other southern universities were exceptional, in the fact that there was little class organization until very recently.

The rapid development of alumni organization in the East was followed by a similar growth in the Middle West, and later in the far West. The smaller colleges in Ohio and western Pennsylvania were the first to develop, and in some of them at least alumni organization followed close upon their establishment. In Miami College an alumni association was organized as early as 1832, in Denison College in 1839.

Still later came the state universities, of the middle west, one of the most conspicuous developments in American educational history. The University of Michigan was established as a state university in 1837, though the first class did not graduate until 1844. Sixteen years later, in 1860, the first alumni association was formed of the graduates of the college. Later alumni organizations in the various professional departments developed. These different organizations were consolidated in 1897 into one general alumni organization with the first alumni secretary whose salary was paid entirely by the alumni. The first local organization of Michigan alumni was effected at Detroit in 1869. The movement soon spread,

however, and by 1876 the Michigan alumni as far West as San Francisco were organized. The other state universities as they were established followed with their own alumni organization, Minnesota in 1877, Wisconsin somewhat later in 1908, so that now practically every state university has a flourishing association with an alumni paper and an alumni secretary, who in the larger universities gives his whole time to alumni propaganda. The universities of the far West and Southwest were naturally established much later than those of the Middle West; nevertheless it was interesting to note that as early as 1865 at California the Society of the Associate Alumni of the Pacific Coast, composed of the graduates of all universities living in California, was organized. This was followed, in 1872, by the alumni association of the University of California.

It is fair to conclude that by the beginning of the last quarter of the nineteenth century the foundations for our present system of alumni organization throughout the country were well established. In those universities which were founded during this period, one of the first tasks of the early graduates was the formation of some union of the alumni body. The tasks set before these early alumni organizations were varied. In the East, owing to the fact that practically all the universities were privately endowed, and also owing to the greater strength of their alumni, the organizations came earlier to have greater strength. The first task, in most cases, was the establishment of some means of alumni participation in the control of the University and the alumni struggles for representation on the Board of Overseers at Harvard, and the Trustees at Princeton were duplicated at Cornell, at Dartmouth, Oberlin and many other institutions.

In the state universities in the West the problem was different. There was no question of alumni representation on the board in control: the regents of the state universities were state officers elected by the people, as at Michigan, or appointed by the legislature or governor as in many of the other states. Lacking the stimulus of a franchise, the attention of the alumni was turned in other directions, and the establishment of local associations, the publication of an alumni journal, the

organization of classes and class reunions were the immediate and obvious steps. The local associations recognized as their main function, beyond the fellowship of annual dinners, a local propaganda to send as many students as possible to their alma mater, and later the establishment of endowment and loan funds for needy students. In many of the state universities also the alumni found means to express their voice in the control of the university through this organization. It is not too much to say that the mill tax which forms the main item of support of the University of Michigan, and several other state universities, has only been made possible through the influence of the alumni of the universities throughout the state, particularly in the representatives of the university in the legislature. At the University of Minnesota the alumni influence has been effectively employed not only in increasing the income of the university but in initiating far-reaching reforms. In one alumni campaign for the purchase of much-needed land, necessary for the future development of the university, the alumni found themselves in opposition to the board of regents, and after a sharp campaign carried the day. At the University of California two years ago the alumni took advantage of the initiative and referendum to lay before the state the need of the university for several new buildings, and were enabled through careful organization to carry through an appropriation of \$1,800,000.

In concluding this preliminary survey of alumni organization one thing may be emphasized. Though practically all American colleges and universities have realized the desirability and at least the potential efficacy of the co-operation of their graduates, the methods and immediate aims of alumni organization vary widely with the needs of the institution. Almost every phase of university administration has somewhere fallen under the influence of the alumni body, though in no university has the total of all the possibilities for practical help open to the alumni been realized. It must be obvious that there are limitations in the scope of alumni influence, as well as wider fields for their activity. It is becoming now a task of all alumni associations to find at once their limitations and their proper sphere of influence.

Note: As supplementing the foregoing and as setting forth some of the problems involved in the growth of alumni activities, we quote the following, from the presidential address of Mr. Shaw, of Michigan, delivered before the fifth annual meeting of the Association of Alumni Secretaries.—Ed.

It is all very different now, the seeds sown in the first half of the nineteenth century are bearing fruit in this first half of the twentieth. This very meeting of accredited Alumni representatives is in itself a sufficient evidence of this new influence at work in American university life. There is hardly an American college or university of any standing but has some sort of an alumni organization. Most of them have an officer whose duty it is to look after the interests of the alumni. The very fact that alumni have interests aside from the interests of their Alma Mater is in itself significant. We are here to study the various problems which have arisen between the college and its graduates. Our very presence is an acknowledgment of the vitality and the desirability of alumni influence, yet it seems fair to examine this movement and to endeavor to see as far as it is possible to do so, where and how far the movement we are engaged in may carry us.

It is generally recognized that all American colleges and universities are in a period of transition. The old day of the narrow humanistic curriculum has passed forever; everywhere we are entering broader educational fields and the process of adjustment, with its infinite number of questions is in full swing, and every institution is answering the requirements of the situation in its own way. Just at present there is no typical American university, but it is safe to predict that perhaps, at no great distance in the future, from this present era of individualism there will emerge several types of educational institutions which will become standard all over the country.

The great part the alumni are to play in the direction of the colleges and universities of the future is the question we are more or less unconsciously, perhaps, hammering out right now. It is certain that the voice of the alumni is going to increase in influence in university councils in the future. Even now in universities what the alumni wish has often become

the deciding factor in shaping educational policies. Their support, sometimes advisory, sometimes financial, and sometimes political, gives to the alumni voice a weight which sometimes carries over that of the administrative officers and the faculty. There is no reason to believe that this influence will not continue to grow; we all know that the graduates of our universities have by no means accomplished all that they might for their institutions. To judge by the standards of what has been done by bodies of alumni in different universities, the possibilities of alumni activity seem almost unlimited.

Here lies a great element of strength and at the same time a weakness in our educational system. Here is a problem which we must recognize as alumni officers working both for the interests of our Alma Mater and for the alumni, fundamental in all the questions with which we are called upon to deal in the course of our various duties. We are at the focal point of a mighty force in the life of our colleges and universities. It is only here and there in a speech by some college president that the significance of this movement is set forth. Anything which limits the progress of the institutions we represent, we must all acknowledge is a serious matter. It is quite conceivable that in building up an engine of such tremendous power as the alumni influence may well become, we are forging a two-edged sword. We must understand that every alumni undertaking is not necessarily good because the alumni are behind it, it is all too easy to adopt some such view, but if we are true to our highest obligations we must look to the ultimate result in the real good of our institutions.

One of the great charms of the older English universities is the life which goes on in the ancient ivy covered quadrangles of the colleges preserved by traditions, handed down through numberless student generations. But those very quadrangles breathe a conservatism which is acknowledged to be one of the great defects of many of the English universities, a conservatism which is insisted upon by the graduates, or Convocation, in face of all attempts at reform. The same restraining influence is sometimes laid upon progress in American universities; in effect it is said, let no hand be laid upon the customs or curriculum or buildings of one's own student days.

Sometimes it is the other way, too, with us. New and radical ideas are launched upon alumni initiative without proper consideration; when they fail, and this is important, it is the university and not the alumni body which suffers.

These of course are extreme, some of the wisest and most progressive movements in our American universities have come as the result of alumni initiative. This, of course, is the ideal before us. The interest and the intelligent support of our alumni is one of the greatest sources of strength in our colleges and universities. It is our duty and our privilege to see that this support is stimulated in every possible way, but also to make sure that it is exerted in ways and through channels that make for the ultimate good of our institutions. It is sometimes difficult to perceive in the glamour of the immediate and the obvious the wise course to take, but that is the duty laid upon us. So let me suggest, that in considering all the questions which we find before us on our program and which form the very warp and woof of our work, let us not forget the utility and beauty of the completed fabric.

II. HISTORY OF THE ASSOCIATION OF ALUMNI SECRETARIES.

ORGANIZATION.

The Association of Alumni Secretaries was organized at the Ohio State University, Columbus, Ohio, February 22, 1913. The meeting was called by H. S. Warwick, secretary of the Ohio State University association. A preliminary session was held on the evening of February 21, in the Ohio Union building. This meeting was an informal smoker and reception affording the delegates an opportunity to get acquainted. An address of welcome was made by President W. O. Thompson.

The following day, February 22, the delegates formally convened at nine o'clock. Mr. Warwick was made chairman of the meeting and presided over both the forenoon and afternoon sessions. The forenoon was spent discussing alumni work being done at the various colleges represented at the conference.

The delegates were the guests of the University at luncheon in the Ohio Union building. Before resuming the formal program of the afternoon, a picture of the delegates was taken.

There were three formal papers presented at the afternoon session, one by W. B. Shaw, Michigan, upon Class Reunions; one by E. B. Johnson, Minnesota, upon The Relation of the Alumni Organization to the Governing Board; and Alumni Publications, H. F. Harrington, Ohio State. The discussion, in which all delegates participated, centered largely around the three formal papers.

The committee on organization reported, at the morning session, recommending a very simple form of organization, without constitution or by-laws. By general consent the election of officers was postponed until the close of the meeting.

The officers elected, at the close of the afternoon session, were—President, E. B. Johnson, Minnesota; first vice presi-

dent, H. S. Warwick, Ohio State; second vice president, George B. Compton, Columbia; secretary, Wilfred B. Shaw, Michigan; treasurer, A. T. Prescott, Louisiana.

There were twenty-three delegates present at this meeting. A report of the meeting was issued which filled 48 pages.

THE CHICAGO MEETING.

The second meeting was held at Chicago, November 21 and 22, 1913. The attendance at this meeting was forty-eight. The membership of the association had grown to sixty-three. The first and second sessions were held at the University of Chicago in the Reynolds Club. The delegates were guests of the University. The evening session, and that of the second forenoon, were held at the University Club of Chicago; the closing session was held at the Reynolds Club.

The conference was a busy one and every moment of time was filled with formal papers, or informal discussion, in which every delegate present was heard. The program had been arranged with the idea of covering in a general way the whole field of alumni activity and of emphasizing some of the more vital features of such work. The meeting was most profitable, and the informal discussions of live questions were extremely helpful and inspiring. A full report, filling 128 pages, was published.

Officers were elected, as follows: President, E. B. Johnson, Minnesota; first vice president, H. S. Warwick, Ohio State; second vice president, E. R. Embree, Yale; secretary, W. B. Shaw, Michigan; treasurer, A. T. Prescott, Louisiana.

THE EASTERN MEETING.

The third meeting was held at Columbia University, November 19 and 20, 1914, with a final half day at Yale, November 21. The attendance was sixty-seven and the membership had grown to seventy-eight. The sessions of this meeting were held in the School of Journalism building and the delegates were guests of the University at a luncheon at the Claremont, and at a dinner at the Faculty Club, a Faculty Tea, on Friday afternoon, and a dinner at the Columbia University Club, Friday night. The delegates were also given

free dormitory accommodations. At Yale, the delegates were shown about the institution and were guests of the University at luncheon. Through the courtesy of Mr. Embree, the delegates were able to secure seats for the Yale-Harvard game at the opening of the Yale Bowl.

The third meeting of the association emphasized the ideals of alumni association work. The sessions were taken up with formal papers and informal discussions, and a great many topics were considered. The meeting proved to be very helpful and the delegates were not only delighted with the opportunity for fellowship with each other, but enthusiastic in their appreciation of the royal way in which Columbia and Yale entertained. The dinner at the Columbia University Club, Friday evening, presided over by "Van Am," was a fitting climax to a successful meeting. A full report, filling 160 pages, was published.

The officers elected, at the closing session of the conference, were as follows—President, Edwin R. Embree, Yale; first vice president, Dean C. Matthews, Western Reserve; second vice president, John A. Lomax, Texas; secretary, Wilfred B. Shaw, Michigan; treasurer, A. T. Prescott, Louisiana. Executive committee, J. E. McDowell, Stanford; Karl Leebrick, California; Chas. Cason, Vanderbilt.

THE CALIFORNIA MEETING.

The fourth conference of the Association of Alumni Secretaries was held at the University of California and Leland Stanford Junior University, August 6 and 7, 1915. There were twenty-five delegates present at this meeting and the membership of the Association had reached a total of seventy-nine.

The sessions of the first day were held at the University of California, Berkeley. The formal program for this meeting had been purposely shortened with the idea of giving more time for personal conferences between delegates. The general topic was the relation between the alumni and the institution. The delegates were guests of the alumni association of the University at a luncheon. After the luncheon the delegates visited the Greek Theatre, the library building, and a number of other points of special interest about the University. At

the close of the afternoon session, the delegates went in a body to the Exposition Grounds for a banquet at Old Faithful Inn.

The sessions of the second day were held at Stanford University. President Jordan welcomed the delegates and the secretary of the Stanford Alumni Association, Mr. McDowell, and Mrs. McDowell, entertained the delegates at a buffet luncheon at their home.

The conference decided to assume the responsibility for publishing a hand book on alumni activities and the president was authorized to appoint a committee to prepare copy for such a book.

Officers were elected as follows: President, Wilfred B. Shaw, Michigan; first vice president, Warren F. Sheldon, Wesleyan; second vice president, Lewis D. Crenshaw, Virginia; secretary, Charles Cason, Vanderbilt; treasurer, Arthur D. Butterfield, Worcester Polytechnic.

A report of the conference, filling 44 pages, has been published.

THE NASHVILLE MEETING.

The fifth meeting of the Association of Alumni Secretaries was held at Vanderbilt University, Nashville, Tenn., October 26, 27, 28, 1916. Most of the sessions were held in Hotel Hermitage. The general topic of the meeting was "the ultimate purpose of the alumni organization." The meeting was made notable by the opportunity afforded the delegates to witness the successful close of the \$1,000,000 campaign for the endowment of Vanderbilt. The program was spread over three days and was so arranged as to afford ample opportunity for personal conferences. It was decided not to hold the sixth meeting until the fall of 1918 at the University of Michigan. Each secretary is expected to bring with him, to that meeting, the president or some other prominent member of his association.

ORGANIZATION AND PURPOSE.

The Association of Alumni Secretaries has no constitution or by-laws. Its affairs are managed by an executive committee, consisting of the five officers and two members chosen

at large from the Association. The officers are (1) president; (2) a first vice president; (3) a second vice president; (4) a secretary; (5) a treasurer.

Purpose—The purpose of the Association is to bring together, for conference and mutually helpful discussion, the men who are in active charge of the work of the college alumni associations of the country. The Association gives opportunity for an exchange of ideas and serves as a clearing house of information for those engaged in alumni work.

It is the purpose of the Association to gather material, to be kept on file at the office of the secretary of the Association, which may be of use to anyone interested in any phase of alumni work.

The Association publishes, following each meeting, a report containing the papers and discussions of the meetings.

Membership—Any alumni association of any institution of collegiate grade is entitled to send a delegate to the annual meetings of the association. In order to participate actively in the deliberations of these meetings, however, the delegate must be in active charge of the work of the association, devoting all or some considerable portion of his time to the work.

The membership of the Association consists of the constituent alumni associations as represented by delegate, the secretary or other officer, who is in active charge of the work of the association.

Fiscal Year—The fiscal year of the Association begins November 1st each year.

Annual Dues—The annual dues are \$5.00, or, such other sum as may be fixed by the executive committee, in order to produce a sum sufficient to meet the bills of the Association.

III. ORGANIZATION AND CONSTITUTION.

The form of alumni organization is as varied as the conditions that obtain in the various institutions. The simplest is the alumni association of the small college which offers only a general college course. This association, not being obliged to take into account any other organization, is shaped solely to meet the purposes in the minds of its organizers.

The alumni association of a college or department of a university, must take into account the fact that the other colleges or departments of the institution have, or may have, similar associations and the organization must be made to conform to such a situation, and provision will naturally be made for co-operation with the alumni organizations of other departments of the institution to care for matters not exclusively within the sphere of any one of the college associations—that is, university matters.

The individual association should be so formed as to provide for caring for matters of interest solely to the particular college, and caution should be exercised to avoid any possible interference with matters that relate to other colleges or departments or to the university as a whole.

In a university there are always matters in which the alumni of all the colleges are alike interested, matters which do not affect one college or department more than another. Such matters are provided for by a distinctively university organization or by a federation of the various college associations, which amounts to a distinct and independent organization.

Sometimes this may take the form of an association of alumni clubs, but commonly, in a university with many departments, there will be found room for two kinds of organization—one to represent the individual colleges and one to represent and speak for the alumni of all colleges in strictly university matters. Michigan furnishes a notable exception to this rule.

Only one general association exists at that university, the others which existed previously went out of existence when the general association was organized.

There are other forms of general alumni organizations, such as the association of class secretaries, the association of local clubs, the local club, an alumni advisory council usually made up of representatives of local clubs.

The constitution of the alumni organization will naturally vary with the purpose of the association. In drawing a constitution the following things should be kept in mind—

I. NAME.

Should be definitive but not too long.

II. OBJECT.

The object should be stated clearly and should be made broad enough to cover any legitimate activity of the alumni in behalf of the institution.

III. MEMBERSHIP.

Provision may be made for various grades of membership: (a) Regular; (b) Associate; (c) Honorary; (d) Sustaining; and other grades may be provided for if found desirable. This should be accompanied by a clear statement of the rights and privileges of each kind of membership.

It is to be noted, however, in this connection, that the modern tendency is to eliminate all distinction in memberships and to provide for but one, or, at most, two grades of membership.

IV. OFFICERS.

Provision should be made for a governing board, elected by the alumni; an executive committee, if desired; the usual officers; special officers, if such are desired; the duties of the officers should be outlined and the method of their selection clearly stated.

V. MEETINGS.

Provision should be made for holding certain stated annual or other meetings; the business to be transacted at such

meetings should be specified with sufficient latitude to allow of the transaction of any desired business, but clearly excluding all matters which it is not desired to have brought up at any particular meeting.

VI. THE FISCAL YEAR.

A statement of when the business year begins and ends.

VII. DUES.

This paragraph should state specifically the dues required from the various grades of memberships; the various kinds of dues to be required from any particular grade of membership, such as annual, life, or either in connection with the alumni publication; when payable and how collectable.

VIII. PROVISIONS FOR BY-LAWS.

Provision will naturally be made in the by-laws for standing committees; the duties of officers will be outlined with such detail as may seem necessary; details of conducting elections, the collection of dues and the adoption of amendments to the constitution when the same are subject to letter ballot; the fiscal year, the dates of meetings, both of the association and the board of directors will naturally be fixed in the by-laws.

IX. PROVISION FOR AMENDMENTS.

Provision should be made for amendment of constitution and by-laws.

No attempt has been made to frame a model constitution, as no constitution could be considered a model for any institution other than the particular one for which it was drawn.

This outline will serve as a suggestion to associations that would follow the usual form of organization. There are some notably strong associations that are organized upon radically different principles from those outlined above.

Reasonable elasticity in regard to all matters which are likely to be subject to change and definiteness in all matters which might be open to misconstruction are the fundamental principles for framing a constitution.

SPECIFIC ORGANIZATIONS.

The following indicates the form of organization employed by some of the leading colleges of the country. Fuller information can be secured concerning any of these associations by writing to the alumni secretary of that college.

MICHIGAN.

Only one association (general), no departmental or college organization; all alumni have a vote. Constitution provides for seven directors elected for terms of five years (it is understood that the board shall always have one woman member); election at a meeting held at commencement time; board transacts all general business of the association and elects own officers; routine business is transacted by an executive committee of three.

Michigan also has an Advisory Council with a board of directors chosen by the local alumni clubs, one representative from each association with fifty members and one additional representative for each additional two hundred fifty members; meets annually at commencement time; problems of university administration; provides an executive committee of seven members, five chosen by the council itself and two appointed by the president from local associations not already represented.

CALIFORNIA.

Board of directors of fifteen members—five ex-officio, the officers, terms one year; five councilors-at-large, term two years; five councilors, one by each college association, term two years. Affirmative vote of five required to transact business.

IOWA STATE COLLEGE.

Incorporated under state laws. Officers are elected annually at regular meeting—president, vice president and recording secretary; the board of directors consists of the officers, the retiring officers and the officers of the next preceding year, nine in all; the general secretary and treasurer are appointed by the board; general charge of all business including appoint-

ment of committees; much important business is transacted through committees.

PENNSYLVANIA.

(Incorporated.) The Board of Directors is made up of a president, five vice presidents, a secretary, a treasurer, twelve directors elected by local associations, directors elected by departments—one for each one thousand graduates of the department and directors at large, one more than the total of the foregoing, terms of five years, elected by ballot for terms of five years. This board transacts all business of the association, including the amending of the by-laws; an executive committee of nine members has charge of the routine business of the association.

COLUMBIA.

Three directors elected by each of five colleges and three at large; these directors form a federation of school and local associations; this board elects officers, transacts all business of the association; has legislative powers. Terminology—The university association is a federation; the college associations are known as associations and the local organizations are known as clubs. Certain trustees of Columbia are elected by representatives chosen by the local clubs who meet once each year at the University.

YALE.

Yale has three general types of alumni organizations but no organization that corresponds to a general association. The three types are (a) class, with its association of class secretaries; (b) geographical, with federations representing various main divisions of the country; (c) by special interests, such as the Yale missionary society, etc. The colleges of Yale University each have their own associations. The Yale Alumni University Fund Association is independent of all other alumni organizations; all alumni activities center in the office of the secretary of the University, of which the alumni registrar's office is an integral part; an advisory body, chosen by the local association, one delegate from each association with one hundred members and two from each association with two hundred

or more members, which body considers matters of educational policy referred to it by the corporation. The alumni publication is owned by a corporation with its membership strictly among the alumni of Yale and is independent of alumni association or university control.

CHICAGO.

Board of directors made up of two representatives each from the college; the college of law; the divinity school; the association of doctors of philosophy; and one appointed by the president of the University, and one, the secretary, appointed by the college. These constitute the alumni council which elects officers and the chairmen of committees; the president appoints the other members of the committees which transact most of the business of the Association. These committees are—control of alumni publications; alumni clubs; alumni meetings; athletics; finance.

WESTERN RESERVE UNIVERSITY.

No general alumni association. Each college has its own association. The secretary of the University furnishes the only unifying force for the various alumni activities.

HARVARD.

The board of the Harvard association is made up as follows: the secretary; one faculty member appointed by the president; one resident member of the Harvard clubs of New England; one chosen by Harvard club of New York City; two by associate Harvard clubs outside New England and New York; nine chosen at large on commencement day by the Australian ballot system; the officers of the association. This board constitutes an executive committee which elects officers, of which one of the vice presidents and the treasurer must be from the membership of the board and the others become members of the board by virtue of such election if not already members. This committee transacts all business of the association and may call a Forum. Members are elected for three years and are not eligible for re-election until after the expiration of one year, except the secretary. A Forum may be called by any one hundred members of the Association and any member

of the Association is entitled to a seat in the Forum and a vote upon any question that may come up for decision.

WISCONSIN.

This association provides an alumni board and an alumni council. The alumni board is made up of the president, vice president, the recording secretary and the treasurer and the retiring president, with five members elected at large, three at the annual meeting and two by the alumni council; the president, vice president and secretary are elected by the alumni board and the treasurer by the alumni council; the alumni council includes in its membership the secretary or other duly accredited member of each class and of each local alumni association of club and ten members chosen at large at the time of the annual meeting. Local associations have one representative for each one hundred regular members of the general association who are members also of the local association. The alumni council meets twice each year, at commencement time and at the annual home-coming in the fall. The alumni board has charge of the general business of the association and must have in its membership at least one alumnus of each college presided over by a dean.

MINNESOTA.

The board of directors is made up of two representatives chosen by each of the college associations, provided such association has in its membership one hundred life members of the general association; each college association is entitled to one representative anyway; in addition, ten directors chosen at large, by the Hare proportional system of voting; the officers of the association are chosen by the board of directors and become members of the board by virtue of such election if not already members of the board. This board has charge of all the business of the Association between the annual meetings. The Minnesota Alumni Association is incorporated under the laws of the State of Minnesota and is merely a holding corporation with the same officers and directors as the General Alumni Association.

IV. FINANCING THE ASSOCIATION.

The question of financing the work of the association is always a troublesome one. No association, so far as is known, has entirely solved this problem to its own satisfaction. There are five general ways in which the association may be financed.

The first and most obvious is the annual dues plan. By this plan a fixed amount is collected from the alumni annually, that is, an attempt is made to collect such dues. In some cases where the alumni body is small and the officers particularly persuasive, a fairly large percentage respond, as high as 95% in very rare cases—25% to 50% is an unusually large response, in the majority of cases less than 25% will respond. In the larger alumni bodies the annual dues furnish an even more uncertain and precarious source of revenue. Comparatively few respond to calls for payment of such dues, especially if these dues are collected merely as dues, and not made a part of some other payment, such as a subscription to the magazine or in connection with a ticket to a banquet, for which the alumnus, of course, expects to pay if he receives the benefit.

When the annual dues are included with a subscription to the alumni publication collection of such dues is fairly successful, but an association depending upon such dues for support lacks the solid foundation upon which permanent and effective alumni service must be built.

The second plan, which has proven successful in the case of many of the larger institutions, is the life membership plan, the charge for a life membership being fixed at an amount that, when invested will produce the amount fixed as the proper amount for annual dues. The principal is kept intact and its income alone used for the current expenses of the association. Just as in the case of annual dues, this charge can be collected independently as a contribution to the work of the association, or, it can be collected in connection with a subscription to the alumni magazine.

A few institutions follow the plan of collecting this as a

separate fee and have been successful in securing a considerable endowment from this source. This plan has been in use at the University of Minnesota since the organization of the General Alumni Association and has proven most successful. \$15,000 were added to the endowment of the association, as follows:

Fifty alumni contributed one hundred dollars each, making a five thousand dollar fund, the gift being conditioned upon one thousand other alumni taking out their life memberships at ten dollars each, thus adding fifteen thousand dollars to the endowment of the association. The campaign was successful and the thousand more life members were secured in about nine months.

The plan of combining a life membership with a subscription to the alumni publication has been tried with success at Michigan. The life membership fee, including a subscription to the alumni publication, is thirty-five dollars, payable five dollars a year for seven years. Four dollars of each payment go into the permanent fund of the association and one dollar goes to the expense fund of the publication. That is, of the whole thirty-five dollars, twenty-eight dollars go into the permanent endowment for the support of the publication and seven dollars are used for current expenses. This has proven very successful.

The third method of securing proper support for the association is by securing larger gifts from a comparatively few. Such gifts might be used to induce others to become life members, being conditioned upon a certain number of other alumni taking out their life memberships and paying for the same before a set date.

The fourth method is the one which is often used, a subsidy by the institution. Of course this subsidy is supplemented by annual dues or other methods of collecting money from the alumni, but the association depends in this case almost wholly upon the contribution of the institution. This may be in the way of paying the salary of the secretary and office assistants, or, it may be in the way of a contribution to the publication. Such a method is open to serious objections. In the first place if the secretary is paid directly by the institution,

he must of necessity represent the institution rather than the alumni, and the work of the alumni association may be greatly hampered by this fact. Then again, if the alumni are given the credit of doing something for the institution, the work should be supported by alumni contributions and not by institutional funds. It is perfectly legitimate for an institution to pay certain expenses connected with keeping up alumni records, for this would be done whether there was an alumni association or not, and such work can frequently be done more economically and efficiently through the alumni association than by an officer of the institution. Payment of this sort puts the association under absolutely no obligation to the institution and the plan seems unobjectionable.

The fifth method is by making the alumni publication contribute largely to the support of the alumni work for the institution. In the case of a larger institution, this can be done; with a proper business management any publication can be made to contribute very substantially toward the support of the association. Next to the life membership plan, or rather, as a supplement to the life membership plan, this appears to be an ideal plan for financing alumni work. It has the added advantage that any effort to secure new subscribers is in direct line of prosecuting one of the most important lines of alumni work, for each new subscriber means a new center of intelligent interest in the institution; if a sufficient number of alumni could be induced to subscribe so that the publication would entirely support the work of the association, the method would be absolutely ideal.

The principles of all sound financing of alumni work are:

First, to secure the support of the largest possible number of alumni, for it is a truth which is universally recognized, that any one who has an actual investment in any particular line is bound to be more interested than in any work in which he is not financially interested.

The second principle is equally important, that any substantial and effective work must have a substantial and dependable financial backing. In alumni work, no man who would be acceptable to the alumni in the position of secretary, would for a moment consider undertaking the work with the

understanding that successful work would mean a permanent position, unless he could feel absolutely assured that the work would be properly supported through good and bad years alike. This necessarily means the building up of a permanent endowment fund that shall be absolutely inviolable, the income alone of which shall be available for the support of the work of the association.

The third principle is, that all special events calling for the expenditure of money such as banquets, celebrations, etc., should pay their own way. That is, some method of financing these events so as not to call upon the general fund of the association is absolutely essential. Methods can be devised for meeting such expenses and those who are responsible for incurring the expenditures should be impressed with the absolute necessity of keeping the expenditures within a conservatively estimated income.

V. THE ALUMNI SECRETARY.

The modern alumni association is, primarily, a business organization—it is organized for efficiency. Its reason to be is found in the fact that it affords the individual alumnus opportunity to increase greatly the efficiency of his individual effort in behalf of the institution and enables him to keep in touch with his fellow alumni.

The philosophy of organized alumni effort is the same as that of the modern business consolidation. It has come into being in response to a recognition of the fact that a very moderate amount of organized loyalty is worth an unlimited amount of unorganized good will. Through a sense of gratitude or through a recognition of a public duty, the alumni desire to do something worth while for the institution to which they owe allegiance. They are always ready to do something if they can feel assured that that something is really worth while. The individual alumnus can not give the time necessary to go into the problems that are constantly presenting themselves and determine just where his individual effort will count for the most for the upbuilding of the institution, hence the organized alumni have come, in many institutions, to employ a secretary whose sole duty it is to keep in touch with the institution and to report faithfully the facts upon which the alumni may predicate their judgment and upon which they may act with intelligence and without loss of effort. The unselfish support of the alumni, if intelligently directed, represents a tremendous force for the uplift of any institution.

It is true that many universities have had for years, paid officers whose duty it was, among a multiplicity of other duties, to look after alumni interests. The work of such officers has been directed, for the most part, with the idea of making use of the power represented by the alumni body to carry out definite and settled plans and policies of the institution.

The alumni-paid secretary is a new development and introduces a new element into the problem. The alumni are to be

no less useful, rather are they to be more useful, but they are to make their influence felt in their own way, which makes their service of far greater value than it could be under any other condition.

In the case of the larger institutions, where the alumni employ a secretary to devote his whole time to the work, the necessity of paying a secretary a salary sufficient to attract and hold for life, men who are on a par with full professors of the institution which the secretary serves, must be recognized. The secretary should be a man big enough to be recognized as earning his salary. The alumni association which does not get on such a basis at the earliest possible moment is not living up to its opportunity for service.

The secretary should not be content to look upon his duty as done even when the alumni body becomes an indispensably vital force in the life of the institution. The time will never come when the alumni are not needed.

Without official recognition from the institution, but with the loyal support of a loyal and united alumni body, the alumni secretary may make the alumni a potent and welcome force in the life of any institution. It depends almost wholly upon the man—the possibilities are inherent.

The alumni of the various institutions have problems that differ in detail and where the emphasis is to be placed will depend upon local conditions, but, whatever the special necessities of any particular institution, there is one problem which all alumni associations must alike face—how to interest and enlist the support of the largest possible number of alumni and how to direct such interest to ends most effective for the good of the institution.

In such service the secretary is absolutely essential—he is the eyes, hands, feet, and to considerable extent the mouth-piece of the alumni. He can be and is held responsible for doing things when they need to be done. It is his business to keep in touch with the whole institution, to report intelligently, advise judiciously and direct forcefully the activities of the alumni to any desired end.

The ideal association is one which will best enable the university and the alumni to attain the fullness of the heritage

that belongs to the college man. There is always danger that the alumnus may fall out of step with the institution, as well as a danger that the university may become too conservative. Here lies the danger that the university and the alumnus may come to misunderstand each other, to work at cross purposes. Hence, there is special need of care in directing organized alumni effort to the end that the alumni association may become the medium between the university and the alumnus, to act as interpreter when necessary, keeping alive in the spirit of the busy alumnus the academic love of learning for its own sake, and to bring into the life of the university a spirit of progress and efficiency from the outside world.

The alumni association may also help the alumni to interpret the university to the outside world and at the same time furnish the university a system of checks and balances, and, an impetus when needed.

An alumni body, sufficiently interested in the college to maintain an active organization in its interests, and provide for keeping its members informed concerning university conditions, needs and progress, constitutes a body of men and women whose judgment is always sympathetic and is apt to be safe and sane.

As representing such a body of men and women, it is generally conceded, that the secretary should be free to speak and act independently and not be handicapped by being in the pay of the institution. He should represent the alumni rather than the administration's point of view. Only as he can do this with the utmost frankness and directness can he be of the highest service to the institution, that is, the alumni should be an independent force working for, but independent, of the institution. This statement will be challenged by some strong men and their objections and ideas upon the matter are given space in another place in this chapter.

The secretary, if he is to be really successful, must be broadminded and open to conviction. He must have the proper perspective; he must listen to all sides of every question and be swayed only by what he is convinced is the ultimate good of the institution. When it is necessary he should not fear to take a stand independent of the administration, but he

should take such stand only when he is sure that something vital is at stake and such a stand is absolutely necessary. In all matters it is vital that he keep his point of view free from prejudice. It is far better, whenever it is possible, to support the administration rather than to run counter to its plans. In any case he should be sure that his stand is dictated only by considerations of the highest good of the institution and he should never forget that he represents the alumni and not himself.

Naturally the secretary will counsel with his board on all matters that do not demand instant action and his stand on any question will represent not only his own best judgment but the concensus of the judgment of others who are in position to know and advise intelligently.

That the alumni secretary should be able to speak to the alumni, freely, through the alumni publication, goes without saying. Under ordinary conditions, the ideal arrangement is for the alumni publication to be under the direct supervision of the secretary as the representative of the alumni governing board. But here again, there are noteworthy exceptions to the rule, and some of the leading alumni publications are owned and controlled by independent organizations of alumni. It is safe to say, however, that as a rule, the alumni secretary should have an intimate if not a controlling interest in the alumni publication.

In all his dealings with the alumni the secretary must be absolutely frank. This is the only way in which he can secure and retain their confidence and the limit of his usefulness is measured only by the confidence of the alumni in the absolute integrity of their secretary.

Frequently, it may be necessary for the secretary to take a decided stand for or against something. He must make sure of his ground before he commits himself and be sure that his stand is one that alumni generally would approve if they knew the facts as he knows them. When he has once taken a stand it is up to the secretary to stand by his guns so long as he is sure that he is right, no matter what a storm of criticism may be aroused, he may rest assured that, if he is right, the alumni will stand by him.

This doctrine of independence of the institution, has been challenged by some strong men, but it undoubtedly represents the fair consensus of opinion of the great majority of the men engaged in alumni work and devoting their time to such work. It is argued by those who advocate the plan of having the alumni secretary an officer of the institution and on its payroll, that such a plan affords a closer co-ordination of alumni effort with the ideas of the administration. This is probably true, but the wisdom of such an arrangement is questioned by the men who have enjoyed such an independent position—not one would be willing to change to the other plan.

Another argument which is advanced in favor of this latter plan, is that it solves the problem of finances for the alumni. This is a small matter, if the independent plan is the better.

In the case of the smaller institutions, which cannot afford to employ a paid secretary to devote all his time to the work of the association, a permanent secretary with a liberal allowance for office help and postage can really do very much to make alumni effort count for the good of the institution.

Such an officer must be one whose whole heart is in the work and who rejoices in the opportunity to serve as he is able. He must, of course, be to some extent master of his own time and willing to devote much hard work with little reward beyond the satisfaction of rendering a real service to the institution he loves.

In every alumni body can be found some such individual who will serve if sought out and the matter placed squarely before him. These individuals are not the men or women who seek office for the sake of the honor, but who look upon such service as a trust and who will work for the good of the cause and ask no other reward.

In choosing a secretary the board should remember that the qualities most needed are those that characterize the good business man—the ability to plod along and stand by a definite plan and put it through despite discouragements and difficulties. If these qualities can be found in combination with those of a good “mixer” so much the better, but the business qualities should rank first.

Upon the shoulders of the secretary must inevitably rest the chief burden of the association. He must be a man with a vision, resourceful, sympathetic and with an unusually well-developed sense of humor, else will he wear himself out to no purpose, trying to satisfy the alumni who look at things from diametrically opposed points of view. There is no sort of a position that calls for the exercise of a wider range of qualifications than that of secretary of a large alumni association. Yet, because of this fact, there is no position where a man who desires to really make his life count can render more effective public service.

Even if the position is put upon the basis of that of a full professor in the institution, the financial rewards are not such as to attract or hold a man capable of filling the position satisfactorily. To be happy in such work a man must find his chief reward in the work itself.

Permanency of position and the assurance of adequate and continued support are two things which any man who goes into this work should demand. No association can expect to secure or hold a man such as they would care to retain, upon any other terms. How this can be done has been discussed under the head of finances.

VI. THE ALUMNI PUBLICATION.

An alumni publication, of some sort, is absolutely essential to any sustained and effective alumni work. Such a publication can be maintained even by very small alumni bodies. It may be issued not oftener than once a quarter, and may be very unpretentious at that, but with the proper alumnus in charge, it will be well worth while.

As to form and period of publication—conditions must determine what is best. It is generally conceded, by the men actively engaged in alumni work, that the weekly is the ideal plan. It provides for reaching the alumni with information while it is real news and while the alumni, if so inclined, may express their opinions in time to have them considered.

The question as to whether there is sufficient material available to fill a weekly need never trouble those who are planning to establish such a publication. The great question is usually, "What can be omitted with the least loss?" This is the universal experience of the editors of weekly alumni publications.

For the great majority of alumni organizations, however, the weekly is out of the question. At the present time the monthly publication is the most common form, and it will probably continue so indefinitely. The quarterly is all that some associations feel that they can support and a quarterly properly handled, can be made most useful to the alumni. Some associations publish large quarterly numbers and issue a small bulletin once a month or once in two weeks.

An alumni publication, to be of the highest value should be self-supporting, that is, subscriptions and advertising should pay its expenses, including proper allowance for editorial charges. Of course, in the case of the smaller institutions, the editing of the alumni publication must be done by some person or persons who do the work for the good of the cause.

Most institutions subsidize the alumni publication to some

extent by advertising or by allowing some officer of the institution to take the time needed to edit the publication and sometimes both are conceded. There is a serious objection to such an arrangement in that it may interfere with the proper independence of the publication.

PRICES AND COLLECTIONS.

Weekly alumni publications usually have a subscription price of \$3.00 a year, the lowest priced is \$2.00 a year. The monthly publications are usually held at \$1.00 a year, or \$2.00 which includes the annual dues. With the increased cost of producing printing, prices generally have advanced in recent years. The limited field of such a publication makes it necessary to charge a higher price than for almost any other class of publication.

Collection of subscriptions furnishes another serious problem. While it is undoubtedly true that people generally get more for their money when invested in a newspaper than when invested in any other way, newspaper bills are hard to collect and the alumni publication enjoys no immunity in this respect.

With proper business management comparatively few fail to pay eventually, but no one has yet invented a process of keeping collections up to date.

The opinion of secretaries generally upon collection agencies is that they are to be avoided if possible. If used at all they should be used with the greatest care and the interests of the association should be safeguarded. The good will of the alumni is more to be prized than, and more than compensates for the loss of, small sums of money.

The Michigan Alumni association originated a plan, which has proved successful, and which has been adopted with success by other alumni associations. A special subscription rate for the alumni publication to those who will pay two, or more years in advance. When such advance payments come in the amount apportioned to the current year is put into the current funds and the balance is placed in a reserve fund and draws interest at the bank. Instead of borrowing from the bank each summer as most alumni publications are obliged to

do, the association borrows from this reserve fund, which is afterward reimbursed.

It has been found to be helpful in securing collections, to fix the price of the publication at 10% more than is expected and allow 10% discount for early payment, before a fixed date. This plan works well.

ADVERTISING.

The advertising field of an alumni publication of necessity, is extremely limited. Few alumni publications have a large enough subscription list to make their publication attractive to the national advertiser on account of mere numbers, and the prices that must be charged for space, in order to make it worth while to carry advertising at all, sometimes offsets the fact that the alumni body furnishes a selected list of good prospects and their interest in the publication adds decidedly to the effectiveness of any advertising in its pages.

The alumni publication offers an especially attractive advertising medium for schools, insurance companies, bankers, brokers, trust companies, publishers, hotels, clothes and athletic goods, and for professional cards of alumni, classified geographically.

The management should make a most careful study of the advertising problem and should know exactly what it costs to carry advertising and whether advertising is an asset or a liability. It should never be forgotten that it costs to carry advertising and that money received for advertising is far from being clear profit as it is often thought to be.

Where a business manager is employed, on a salary, to give his whole time to the work, the question of soliciting advertising is easily settled. In most cases, however, it will be necessary to secure some undergraduate to solicit advertising and usually such an arrangement can be made on a percentage basis.

The business management of a publication also offers another problem which will vary with the institution. Such management can be combined with the advertising and the same man can have charge of both. But such an arrangement is not likely to be very satisfactory on account of frequent

changes in personnel and the lack of realization of the importance of strict attention to all business details, which is likely to exist in the case of a young and inexperienced undergraduate who seldom appreciates the alumni point of view.

A proper business management is second only to proper editorial control, and careless business management may easily nullify the best efforts of conscientious and efficient editorial work. The ideal way is to center such control in the alumni secretary.

If a secretary is employed and it is not possible to employ a permanent business manager, then the secretary should have control and he should see to it that the mailing lists are kept up to date, that billing and collecting are cared for in a business like way, that complaints are answered and that the publication is mailed regularly upon a set day each month or week as the case may be. Nothing but absolute editorial incompetency will "queer" a publication quicker than slovenly business methods.

THE PUBLICATION.

No matter what form the publication may take, or how often it may be published, the alumni publication should be a newspaper and not a magazine, in some institutions there may be room for both, but the newspaper is by all odds the more important. The alumni want first of all, news of their friends—personal items—news of the professors and news of the institution. They can buy better magazines for less money at any news stand, but nothing else can take the place of the news which the alumni publication brings with its looked-for visits.

The alumnus wants to know what is "doing" at his college and he wants an opportunity to express himself upon things that he approves or disapproves and the alumni publication furnishes both the information and the medium for an expression of his views.

Not only should the alumni publication be a newspaper, it should be an alumni newspaper edited and published by the alumni and for the alumni, with the alumni point of view in mind, and should only incidentally be an organ of the institu-

tion. Such a publication can never attain its full measure of success as an alumni publication unless it is such in fact as well as name.

The alumni publication should be so conducted that the subscriber will learn to discount or discard entirely stories he sees about his college in the daily press, unless he finds them confirmed in his alumni publication. The alumni publication will include much that the city dailies do not think worth while, or cannot get except through the alumni publication. The aim should be accuracy and thoroughness, rather than to secure a "scoop." In many cases the city dailies use much material which first appears in the alumni publication.

ITS SCOPE.

The legitimate field of an alumni publication includes personal items about the faculty and alumni; news of the institution likely to be of interest to any considerable group of alumni; statements showing the progress of the institution or any of its colleges or departments; short resumes of important articles, by faculty or alumni, indicating institutional activity; articles by persons not connected with the institution are legitimate only when they have a direct bearing upon the institution; technical articles have no place in such a publication.

Any item to be properly included must stand the test of the questions:

(1) Does it help to place the institution properly before the alumni?

(2) Is it of interest to the alumni generally or to some group of alumni?

Society and fraternity news should stand this test just as other news items.

Anything that will help to satisfy the alumni desire for a real taste of college life and help them to appreciate the changing conditions at the institution is legitimate. Student activities, so far as they fairly reflect college conditions are of interest to the alumni.

INTERPRETATIVE COMMENT.

The field of interpretative comment is one of the most important for an alumni publication. The necessity for brevity

makes such comment imperative if the reader is really to appreciate conditions at the institution. To be valuable such comment must be comprehensive and unbiased. The writer must train himself to grasp clearly and to state accurately the essential elements of the question upon which he attempts to make comment.

The field of general news can be covered briefly, interestingly and comprehensively in such comment. It should not be editorial in character and should not be confused by the reader with an expression of opinion upon principles and policies.

EDITORIALS.

The editorial policy of an alumni publication should reflect as accurately as possible, the attitude of the alumni who really attempts to keep in touch with the institution. The editor should be in position to speak frankly and fearlessly upon any matter connected with the institution, and the alumni should be made to feel that they are getting at the true inwardness of the facts, and the bearing of such facts upon questions of university plans and policies.

The alumni publication furnishes, or should furnish, an absolutely independent and unbiased expression of opinion upon all live matters affecting the college. It should, of course, be fair, but should not hesitate to champion the unpopular side of a question even though the administration may be on the other side. Freedom of expression must be a cardinal principle of the editorial policy, absolutely regardless of the editor's own personal opinion upon any question. It is to be counted to the credit of the alumni press generally, that it constitutes as free a press as exists in the world today. There are no private interests to be served, nor is editorial expression subject to the control of the business end of the publication, and no advertiser is important enough to dictate to it. It is vital to the maintenance of such independence that the publication have no official relation to the institution.

The editor need not always reflect what he thinks to be alumni sentiment, but what he believes alumni sentiment would be if the alumni generally were as fully informed as he

is. The alumni publication should not be content to merely voice alumni sentiment, but should, with large wisdom and discretion, create and direct alumni sentiment in accordance with the highest ideals of the institution and of the alumni for the institution.

COMMUNICATIONS.

No department of an alumni publication is capable of greater development and none is more important than alumni discussion of live topics connected with the life of the college. Communications, so long as they keep within the bounds of courtesy, should be encouraged. There will always be those who will write, upon the slightest excuse, with "equal fluency and inopportunity," upon all topics, but even such communications are likely to do less harm than good in the long run. A live department of alumni communications means a live alumni publication. While frankness in expressing opinions may not always be palatable to the authorities it is wholesome.

The alumni publication should keep the alumni so fully informed as to all matters of importance going on at the institution, that the alumnus who is a careful reader of the publication will know that he is being kept in real touch with the university. No really important matter should ever be omitted.

SHOULD BE RELIABLE.

The historian of the future should find the files of the alumni publication the most reliable source of information as to the development and progress of the institution and the real meaning of the various phases of its development. This means accuracy of statement as well as completeness as to scope.

It should never be forgotten that the alumni publication exists solely to be read and only as it is read does it really fulfill its mission. It is probable that no other class of publication is more carefully and more thoroughly read than the average alumni journal.

In order to encourage careful reading the publication should be made as small as is consistent with comprehensiveness and padding should be avoided at any cost—even to the running of blank space.

Every issue should contain something of interest to every alumnus and every item should be of interest to some reader or group of readers.

The matter should be so arranged that the alumnus may know just where to look for the things in which he is most interested and should be so displayed as to be easily scanned for matters of special interest. This means that great care should be taken with the wording of heads and the mechanical make up.

THE EDITORIAL STAFF.

Conditions vary to such a degree that no general rules can be stated for the proper arrangement of the editorial staff. Certain general principles can, however, be stated. These principles can be adapted to individual conditions.

There must be someone responsible and with power to act when necessary in any matter connected with the publication. In cases where there is a paid secretary and where finances do not permit of a paid editor in addition, the secretary should be that man. Very few publications can afford to pay for editorial services, except for such service in connection with some other work, hence an editorial staff must serve for the love of the cause, or from a sense of duty. A weekly newspaper must, of necessity, be handled by a man or a few men who are on the job all the time. The board of directors is, of course, the final authority upon the policy of the publication, and ordinarily this board furnishes all the machinery needed to direct the policy of the publication. It has been found desirable, in some cases, however, to create a special committee upon publication, to act under direction of the board. In such cases it is desirable that at least one member of this committee be a member of the board, so that the committee may have, at all times, a proper understanding of the plans and purposes of the board regarding the publication. Whatever arrangement is made there should be no division of authority.

In the case of a monthly publication, an editorial board can usually be secured whose members will be willing to edit departments, but even so, there must be someone who stands

responsible and who can act when it is necessary to act to get things done.

PERSONAL ITEMS.

No one feature of the alumni publication appeals to so many, and it is safe to say that this is the most carefully read department of the alumni journal. The question of how to get personal items, and then more personal items, is the editor's most perplexing problem.

Where a well organized system of class secretaries exists, the problem is very much simplified. The class secretary can be called upon to get together the material for his class. Many such items can be gathered through the faculty who can frequently be persuaded to report news items that come to them in various ways. One of the best methods is to send out, when billing for the publication, a blank with request that the subscriber send in personal items concerning himself and others. This will bring in large numbers of personal notes. Another method that has been used with success, is to leave a blank page in the publication with a request that the same be used for sending in news. Some good work can be done through live alumni at local centers.

GETTING SUBSCRIPTIONS.

There is no open sesame for getting subscriptions. Getting them is just like any other kind of alumni work, means must be adapted to the end desired and local conditions will influence the form which the campaign for subscriptions will take. Personal solicitation by a good committee at some large alumni meeting will give good results. Circularizing will bring results and the offer of premiums that have a special appeal to alumni will help to induce subscribers to do something to help secure new subscribers. A wide-awake member of the senior class can get in a great many subscriptions and will charge but a reasonable commission for such service. If the officers of the senior class are the right sort they can usually be induced to appoint a committee to do such soliciting and then there will be no commissions to pay. Enthusiastic class officers are the best helpers in this as in all other lines of alumni work needing personal co-operation.

It has been found wise to accept subscriptions from the seniors with the privilege of paying for same six months later when the senior has begun to earn a salary.

COUNTING COSTS.

The following figures are submitted with the idea that they may be helpful to alumni who are thinking of establishing a weekly alumni publication. It should not be forgotten that printing prices have advanced since this publication was started. The figures are the actual figures for a weekly alumni publication which was established in 1901 and cover the year 1901-02.

Income—Subscriptions	\$ 748.70
Advertising	276.25
	<hr/>
Total	\$1,024.95
Expenses—Printing	\$ 631.69
Postage, mailing, etc.....	118.50
	<hr/>
Total	\$ 750.19

The balance \$274.76, went to the business manager for his services. The editor received no pay for his services.

The same publication in 1912-13 made a showing, as follows:

Income—Subscriptions	\$3,858.30
Advertising, net	2,189.06
	<hr/>
Total	\$6,047.36
Expenditures—Printing	\$3,208.98
Postage, exchange, engravings, and miscellaneous	771.64
	<hr/>
Total	\$3,980.62
Net income for editorial expenses.....	\$2,066.74

Sample budget of monthly alumni publication of approximately 7,000 subscribers, for the year 1915-16:

Receipts—Annual subscriptions	\$6,885.19
Advertising	1,313.84
University	600.00
Sale of publication.....	11.15
Sundries	50.38
<hr/>	
Total current receipts.....	\$8,860.56
Expenditures—Alumnus printing	\$4,550.56
Second class postage	306.45
Advertising expense	126.38
Incidentals	107.54
Traveling	240.24
Solicitors	37.85
<hr/>	
Total	\$5,369.02
Balance, \$3,491.54, to apply toward editorial expenses and the support of the association.	

SUBSCRIBING BY CLASSES.

Princeton alumni have adopted a plan by which classes, as classes, subscribe for the alumni publication. A flat rate, graded somewhat in proportion to the membership of the class, is made and the officers of the class place a subscription for the class and pay over to the management the price agreed. The plan is reported to be working well, the subscription list of the publication being practically doubled. Columbia has tried this plan with its decennial class. The plan worked for the year and the secretary is hoping that the plan will work with other decennial classes as they come along.

FOLLOWING UP SAMPLE COPIES.

In an attempt to increase the subscription list Illinois sent out sample copies to members of various classes and followed this up with a letter from the secretary of the class, with excellent results. This was followed by several circulars at short intervals, including one which carried testimonials

from subscribers. This was followed by a return post card and later by other cards and finally by a letter of personal appeal.

DISCUSSING STUDENT AFFAIRS.

The alumni can, through their publication, emphasize the things in student life that are most worth while, by devoting space to such things in the publication. It is possible to thus show the student body that the alumni really care for something beside athletics and are actually interested in things as unimportant as scholarship and excellence in debate, oratory and music.

EFFECTIVE FOLLOW-UP.

The Vanderbilt Alumnus follows a practice of sending to each alumnus, whose name is mentioned in the publication, a card, calling attention to the fact and asking the alumnus to let the Alumnus know if the item is correct. This brings in payments and creates interest in the publication.

USE OF CARTOONS.

The Vanderbilt Alumnus sends out to newspapers of the state cartoons bearing the notice "From the Vanderbilt Alumnus." This has brought many subscriptions and created much interest in the publication.

CLASS DIRECTORY.

One institution found that by offering to print a class directory during the first year the class was out of college the whole senior class was induced to subscribe for their publication.

COMBINED ADVERTISING SOLICITING.

It has been suggested, but not so far as is known tried out, that an advertising bureau be established at a college. This bureau would have charge of all advertising soliciting done for any and all college and alumni publications. That a rate be made to include all these publications or any combination of them desired. The cost of securing the advertising

would thus be reduced and the advertisers would be relieved of interviewing or standing off numerous solicitors. The field could be thoroughly worked with less confusion and with better results—at least such is the argument.

SECURING SENIOR SUBSCRIPTIONS.

A very large number of the new subscribers to the alumni publication of the University of Michigan comes from the members of the senior classes in the various departments of the university. Believing that it is more important to get the new alumnus in the habit of receiving the *Alumnus* rather than to have his money, immediately the price is materially reduced and payment, at the option of the senior, is postponed for some months. A solicitor is then appointed to canvass the class. He receives a very substantial commission, whether the subscriptions he receives are paid or deferred. The result is a vigorous campaign for subscriptions which results in very nearly half the senior class subscribing. An alumni button is given to all who pay in advance before graduation.

VII. THE CLASS SECRETARY.

The class secretary is the executive officer of the class and is held responsible for the whole organized life of the class. Generally he is chosen by his class before graduation and holds office for life, or so long as he attends to his duties in a way to satisfy the class that its interests are not being neglected.

Some of the chief duties of the secretary include the keeping of up-to-date address lists of his classmates; the collection and preservation of biographical material concerning all members of the class; the maintenance of class statistics; the arrangement of class reunions; he keeps the alumni publication informed of the doings of his classmates; he informs the class members, once a year or oftener, in a class letter or report, the chief items of interest and happenings among the members of the class; in the earlier years after graduation he acts as an employment bureau and assists classmates, whenever possible, to desirable positions. The capable class secretary becomes, in time, the absolute autocrat—in a right sense—of the class.

From time to time the class secretary publishes the material which he gathers, in a volume which is sent to all classmates and copies are filed with the institution and sent to a certain selected list of libraries.

In performing his duties as the chief executive and more often the only officer of his class, the secretary appoints committees to have charge of various phases of the necessary work, such as the arrangement of reunions, collecting money for the expenses of his office and to cover cost of publication, and various other matters which a live class with a live secretary will find it worth while to do. The individual work of the secretary, aside from furnishing the impetus for class activity, is to gather, edit and publish the records of the life and history of his classmates.

These records include the genealogy of the class members, as far back as it is possible to gather such data, together with information about the man, personal activities and that of members of his family which are published usually at intervals of five years, the 25-year and 50-year records being specially complete and valuable.

An association of class secretaries is the natural outgrowth of the existence of the class secretary. This association will unify the work of the individual and standardize the gathering, preservation and publication of material and furnish an inspiration and incentive to better and more effective work on the part of the secretary who is inclined to loaf, or to look upon his position as a mark of distinction rather than as an onerous task to be performed with faithfulness and painstaking care.

The association of class secretaries, has as its natural complement, a class secretaries' bureau, which relieves the class secretary of much merely routine work and co-operates in making his work attain a maximum of efficiency. The bureau, working with the class secretary, relieves him of a mass of detail and routine work, enabling the secretary to devote the time available for his duties as class secretary, to the things which really count and bring important results.

The class secretary is the most important bond between his classmates and between them and the institution. By keeping alive and active class spirit and interest in the institution, he is the real conservator and promoter of a right alumni spirit.

The class is the natural unit in all alumni work and the class with a live secretary is fortunate indeed since it means that in that class, at least, there will be kept alive and cherished the memories of student days and the friendships which mean more than any other the average college man makes. This one thing alone would be sufficient justification for the maintenance of a class secretary.

Not only is the class spirit kept alive and the joys of college days renewed, but, the live class is bound to furnish

the live alumni, those who remember that Alma Mater has claim on their allegiance, and alumni support of all legitimate college activities is assured.

THE CLASS ORGANIZATION AT ILLINOIS.

Illinois has an excellent system of class organizations. The plan works so well that it is outlined briefly here. To secure good permanent secretaries is the first task. Some classes choose their own secretaries voluntarily. When a class does not, the alumni secretary selects several candidates who give promise of being good secretarial material and sends out their names as candidates for the position. The class members respond with their votes and the secretary is chosen. Since the system of class secretaries was planned all classes choose their secretary before graduation and even the freshmen are induced to choose a permanent secretary. This enables the class to keep up its records of all who were members of the class and who drop out. One of the duties of the class secretary is to get in touch and keep in touch with such former members. All class secretaries receive some sort of communication from the alumni secretary at least once each month, usually a personal letter. The association also sends the class secretary notice of all changes of address of class members and revises class lists whenever requested to do so. The association office helps to organize class reunions and begins to stir up the class secretaries a year before such reunions are due. All alumni day reunions center about the class units. It is found that the good secretaries stimulate the poor ones. The class secretaries constitute the membership of the association's membership committee and successful campaigns for members and subscribers for the alumni publications are carried on through the class secretaries. The spirit of class rivalry is thus aroused. The live classes strive for the leadership and those less alive strive not to be at the foot of the list.

CAUTION.

A word of caution may not be out of place at this point. Associations which have not organized a system of class sec-

retaries, should not be deterred from doing so by consideration of the formidable machinery which has been built up at other institutions. It is not at all likely that any institution would find it desirable to adopt, outright, a system in use at any other institution. But, it is safe to say, that no institution that desires to make the most of the force represented by its alumni body, can afford to forego an attempt to incorporate some of the features of this system in its plans for developing alumni work.

CLASS SECRETARY SYSTEM AT YALE.

The class secretary system, which originated at Yale, is carried out no where else so fully as at Yale. Hence we are giving with some detail, an account of the way the system works out at Yale.

The system, at Yale, gradually developed, no one knows when it really started, but the class of 1792 compiled and distributed a biographical record of its members and the editor was known as the secretary of his class. From 1792 on, a period of one hundred twenty-four years, nearly every class has been organized with a secretary as its executive officer and editor of a series of records.

The secretary is responsible for the whole organized life of the class. There is no such officer as class president among the Yale alumni. The class secretary is elected in the senior year and is re-elected or succeeded, from time to time, so long as members of the class survive.

The secretary keeps annotated address lists and occupation lists and marriage and family lists of the class members. In the younger classes he acts as a bureau of occupations and recommendations for classmates desiring new positions. To him first are referred questions involving special class action or affecting class policy. In short, he performs the duties of the executive officer in a highly autocratic organization. There is no class or general alumni constitution delegating these powers to the secretary. The duties have in the course of years been thrust upon him because the whole system seemed to work best under that plan.

While the secretary has general jurisdiction over class

affairs, his specific function, as his title implies, is to gather, to compile and to publish the records. Other officers, sometimes appointed by the secretary, sometimes elected by the class, arrange for specific reunions, collect money for current expenses and for the University Alumni Fund, manage annual dinners, devise and present memorials to the university. The secretary's specific and individual duty concerns the personal life of the members and the published records of this life.

Yale is unique in the matter of class records. A Yale class, like those at many American colleges and universities, publishes a Senior Book, a volume containing portraits and brief sketches of the members of the class at graduation. This, however, is just the beginning of the series of records of any class at Yale. Most classes now issue more or less extensive biographical records of their members at five year intervals after graduation so long as the last survivor lives. The complete library of records of a class usually numbers from five to a dozen volumes. These publications, in general, follow the reunions, many of the records, comparatively short, consisting of an account of the last reunion and brief sketches of the recent events in the men's careers. Practically always a record, even a supplementary one, prints as its principal contents some information about the lives of the members. At the ten year, twenty-five year and the fifty year periods, the records are more extended. At these times, the biographies are given quite fully. The ten year record, starting with the undergraduate years as a background, traces the growth of the men in making their start in the world. It records the beginnings of careers which come to fullness much later.

The records which appear at twenty-five years and fifty years after graduation are often distinct contributions to American biography, as well as of interest to the men chronicled and to their friends. The twenty-five year records regularly contain a quite complete sketch of each member, giving often some genealogical background, a full account of college life and some two to five hundred words concerning after career. Each biography is illustrated with portraits of the man as he appeared at senior year in college and as he appears twenty-five years after graduation. This twenty-five year

record is, in most cases, the *magnus opus* of the class secretary. Men of some literary ability have made these records of human interest and of historical value in showing thus a cross section of American life and achievement. The fifty year record has the advantage of reviewing the lives of the men when their work is practically over. The secretary writing his semi-centenary record is in the position of the historian. He views and records lives whose active work is of the past, whose earthly content has, in the majority of cases, been completed. The supplementary records extend from fifty to a hundred pages. The comprehensive ones run from three hundred to a thousand pages.

The class record industry at Yale has reached substantial proportions. There is now a library of 540 volumes of class records, not including small pamphlets and address lists. These volumes run to the impressive total of 65,000 pages. This, in itself, is no small contribution to American biography. Due, in part, to the inspiration of this impressive list of class records, extensive researches into the lives of early Yale graduates have been made and published during the past quarter of a century. This work has been so far completed that now with the single exception of a small group of graduates of the Medical School, Yale has published biographies of all of her twenty-nine thousand graduates from 1702 to 1914.

This matter of publishing extensive biographical volumes became, with the present large classes, so taxing a business for secretaries, busy with important work of their own, that at the initiation of the Yale Association of Class Secretaries, there was established a few years ago an office called the Class Secretaries Bureau. This office, under the direction of a young secretary, has helped to direct into the most desirable channels the work of the secretaries while it has taken off their shoulders the great amount of the routine labor of gathering and compiling the biographies, and of seeing the volumes through the press. The secretary, by making use of the Bureau in his publications, may direct all the work, may add the personal touch by going carefully over the compiled biographies and revising them, and, at the same time, may

have the detailed drudgery of the work done for him by a corps of trained experts.

The Class Secretaries Bureau has been of help not only in having published increasingly accurate and satisfactory records, but also in enabling the best men to continue to serve as secretaries. The best man is apt to be the busiest man, and, although a busy man is the one who gets results, it is not to be expected that such a one can devote many hours of many days to routine biographical labor. For such positions of leadership as the secretaryship, strong men must be elected if the organization is to stand. Thanks partly to the bureau and, to a much greater degree, to an honorable tradition, the strong men in Yale classes continue to consent to serve as secretaries and to regard their election as an honor. Upon the qualities of leadership and of some biographical instinct in the secretaries has rested the success of the class secretaryship at Yale for a century and a quarter.

The question is sometimes raised, even at Yale: What is it all about? What purpose does the class secretary serve in the economy of Yale? Why all this waste? Why is not the money devoted to scholarships or to assist in raising salaries of professors? The following statement sets forth some of the services which the class secretary system renders the University.

The first result of good organization of a representative college class is the helpful, enriching bond which is thus provided for the members themselves. Some of the rarest and fondest experiences of a college man's life are to be found in the life-long companionship with friends discovered and intimately known in undergraduate days. Meeting individuals of this intimate circle is a joy; association occasionally with numbers of them is an inspiration; following the careers of these men throughout a lifetime is of the most vital interest, and the knowledge that each man's life is being thus watched by his classmates is an encouragement and a steadying influence. Personal contact of man with man, of one unit of life with other units, is by some thinkers considered the chief purpose of life, as it is its chief means of development. Certainly there is unique opportunity for this "soul friction,"

this rubbing of man against man, in the intimate and congenial college associations. Any organization which fosters these natural bonds of friendship and companionship is, by that very fact, accomplishing a purpose well worth while.

A graduate class organization is of value in binding a group of men together for their own good and their own pleasure. It is also valuable in binding these men to their Alma Mater, the institution from which the class was born. In keeping alive the personal interest in Yale of some twenty-five thousand living graduates and former students, a prime question concerns the points of contact, the tentacles by which the whole is to be held to the parent structure, or, to change the simile, the units by which the general loyalty is to be built up. Now at Yale, the most natural unit of organization is the class. Of the whole graduate body, here is a small group of from one hundred to three hundred men, of the same age, of the same Yale associations and possessing the tremendous advantage, from the standpoint of organization, of mutual knowledge and liking. Here is firm, almost indivisible unit, by means of which the whole undergraduate organization can most easily be built. As a matter of fact, other units are also employed in graduate organization at Yale. There is the bond of locality of residence, exemplified in the city and sectional alumni associations, numbering now some 81 groups. There is the bond of common interest, such as the group of graduates interested in publishing, who form the leaders and the supporters of the University Press and the Yale Publishing Association, the group of graduates interested in extension of Yale Christian influence, exemplified in the Yale Foreign Missionary Society, the group interested in athletics, who form the graduate directors and supporters of the Athletic Association, etc., etc. All of these interlocking groups enrich and strengthen the whole, but the ultimate basis upon which the Yale graduate organization and loyalty rests is the class. In this, for which the secretary is chiefly responsible, lies the chief dependence of continued graduate interest in Yale and loyalty to her.

It will not be necessary in this place to develop at length the value to a university of alumni support. This value, finan-

cial and moral, seems so evident to us that it may be taken as a kind of axiom. The point emphasized here in closing is, that the intimate comradeship among members of classes scattered to every corner of the country and the helpful loyalty of these groups to a university, which in drawing its students and in extending its influence, reaches every grade of society and every section of the country, perform a unique service to our Nation. This Nation, in its great and rapid development, needs and requires the influence of such groups and such universities, at once unifying and inspiring.

The Yale system of class secretaries has been developed and maintained for a period almost exactly commensurate with the existence of this Nation. This system and the secretaries themselves have been and continue to be of rather distinct help in extending the possibilities of the best fellowship and friendship and in building up loyalty and support to a great university, which, in turn, through its graduates and its influence, is one of the forces in developing and preserving the Nation.

CLASS CONSTITUTIONS.

Uniform constitutions for all the classes in the University is a feature of class organization at the University of Michigan. This uniform constitution was drawn up by a committee of the student council with the assistance of the faculty committee on student affairs. It is adopted ordinarily by all the freshmen classes and is in force during the four years of their residence. An article providing for the appointment of alumni officers is also incorporated. This article is as follows:

"Section 1.—Class Committee.

During the second semester of the senior year, there shall be elected in a manner to be determined by the class, an alumni secretary-treasurer, and at least two others who, with the alumni secretary-treasurer as chairman, shall constitute the class committee. In the department of literature, science, and the arts, at least one member of the committee shall be a woman.

"Section 2.—Duties of the Alumni secretary-treasurer.

The duties of the alumni secretary-treasurer shall be as follows:

1. He shall send frequently to The Michigan Alumnus items concerning the class.
2. He shall issue a directory of the class and a financial report following each reunion and send copies of these to the general secretary of the alumni association and to members of the class.
3. He shall solicit contributions to the class fund.
4. He shall discharge such other duties as may properly be performed by him.

"Section 3.—Duties of the class committee.

The duties of the class committee shall be as follows:

1. It shall have charge of class reunions which shall be called in accordance with the program of class reunions as provided for by the alumni association of the University of Michigan.
2. It shall meet upon call of the alumni secretary-treasurer and co-operate with him in the discharge of his duties.

CONSTITUTION.

As the class secretary problem is very much the same throughout the whole country, the constitution of the class secretaries' association of Cornell is submitted. This can be modified to meet any unusual conditions that may obtain in any college planning on organizing such an association.

ARTICLE I.

NAME.

The name shall be "The _____ Association of Class Secretaries."

ARTICLE II.

OBJECT.

The object of this Association shall be to see that proper, complete and uniform statistics of each class are prepared, and that each class be encouraged to publish these class records at suitable intervals in a uniform manner; that the regular class reunions are organized in such a way as to secure the greatest attendance; that the work of all the Class

Secretaries be stimulated and standardized by proper co-operation, and that greater unity of action and feeling be developed in the various classes, in the various Alumni Associations, and in the Alumni body as a whole.

ARTICLE III.

OFFICERS.

The officers of the Association shall be :

1. A President whose duties shall be those of presiding officer and who shall also be ex-officio member of the Executive Committee.

2. A Vice-President who shall, in the absence of the President, act as presiding officer.

3. A Treasurer who shall collect the annual dues and keep the accounts of the Association.

4. A Secretary who shall perform the usual duties of that office. He shall also be a member of the Executive Committee, and shall act as Chairman of that Committee.

5. Three members of the Executive Committee.

ARTICLE IV.

EXECUTIVE COMMITTEE.

The Executive Committee shall consist of the President and the Secretary, ex-officio, and three other members. The Secretary of this Association shall act as Chairman of this Committee. The Executive shall be trusted with the general management of the Association. It shall have the power to appoint special committees from time to time, and act upon the reports submitted by such committees, and it shall be its duty to receive suggestions from members and take action upon them. It shall, if possible, take annual action looking toward the appointing of efficient Class Secretaries by the graduating class of _____ University.

ARTICLE V.

MEETINGS AND ELECTIONS.

There shall be an annual Business Meeting held in _____ on some day in the month of February of each year. There shall also be an Annual Meeting in _____

on some day in the month of June of each year, and at this meeting shall be held the Annual Election of Officers and Members of the Executive Committee.

ARTICLE VI.

MEMBERSHIP.

The Active Membership of this Association shall consist of the Class Secretaries of———University, and two members from the graduates of the Medical School in New York City.

There shall be an Honorary Membership of such persons as may from time to time be elected at the regular meetings.

ARTICLE VII.

DUES.

The Annual Dues for all Active Members shall be Two (\$2.00) Dollars payable at the Annual Meeting in February in each year.

ARTICLE VIII.

AMENDMENTS.

Amendments may be made at any Annual Business Meeting of the Association by a two-thirds vote of those present. Notice setting out the proposed amendment shall be sent at least ten days before such meeting, addressed to each member of the Association.

FURTHER INFORMATION.

There are several very valuable publications upon this subject, which any alumni association, planning to undertake such an organization, should study carefully. The completest of these publications is probably "Class Secretaries and Their Duties," by Henry P. DeForest, of Cornell University. "The Handbook for Class Secretaries," issued by the Yale Association of Class Secretaries, is very complete and practical. "A Manual of Methods for Class Secretaries," by W. F. Sheldon, Wesleyan University, will be found helpful.

VIII. THE LOCAL ALUMNI CLUB.

With the organization of the alumni of any college or university into a general association, there comes inevitably a further subdivision into class organizations, and local alumni associations or clubs. In fact, in some cases, these come before any general organization of the alumni.

Each of these two forms of organization serve, in a general way, certain definite interests. Where the class organization is useful in keeping alive the social and personal side of the interest of the individual alumnus in his alma mater, the local association has greater possibilities as a center for active and aggressive support of the institution and its policies. The class is scattered and ordinarily can only be reached through correspondence, or, very occasionally at the class reunions, while the local association is, or can be made, a closely-knit body responsive to calls from the general association and from the university. It has come to be generally recognized that it is through the local organization that the university can most readily reach the alumni and obtain an effective expression of opinion, and it is in proportion as the university seeks the opportunity to keep in touch with her alumni, that the local association grows. This fact is becoming so generally recognized that greater stress is being placed at present by most universities upon the local associations than upon organizations by classes. The class is more apt to find inspiration within itself; it is only natural that some form of organization be preserved, whereas a local club often needs an external stimulus to become effective.

The first object, usually, which brings a group of alumni together, is the desire to recall the memories of college days and to renew old associations. This first impulse is purely social and is apt to go no further than an annual dinner followed by reminiscences from old graduates, discussions of the current athletic problems, and college songs, with perhaps

a vague desire to be of some service to the university. This in itself is a worthy object, and many clubs stop there. But such associations do not fulfill their possibilities; as has been suggested, they can be made, and frequently do become, a very real force in supporting their institution and in civic affairs. To become effective, therefore, the local club should have, in addition to the social aspects of its activities, some organic relationship to the university and to the general alumni association; they should find for themselves, or be provided with, other reasons for their existence as organized bodies. Many of the questions before the American university of today, considered, as is proper, as a body made up of students, faculties, and alumni, are profitable matters for alumni consideration. The active support, financial and moral, of specific undertakings of the university should always be an object for the activities of the local association, and if the general association is sufficiently alive, it is not difficult to see that the proper fuel is supplied. In addition, the local organization may well find a valid excuse for existence in its relations to the life of its own community. A body composed of those who have had special advantages and training, the members may well feel some responsibility toward the civic and political life around them. Thus, we have three ways in which the local association may justify its existence: First, through its purely social aspects; second, through the support of the university; and third, through its relations to the community in which its members live.

Little need be said regarding the purely social aspects of a local alumni club. Ordinarily the organization is able to take care of this side of its activities, particularly if the university can be relied upon for an occasional speaker, slides, films, or other means to round out the program for an enthusiastic and profitable evening's entertainment.

The question of practical and intelligent support of the university is less simple. It is necessary first, to find what the institution needs, and second, how the local club can best furnish effective support.

The character of the local club necessarily varies with different institutions. The alumni body of the large endowed

university finds different problems before it than do the alumni of the smaller college or the state university. In many institutions the alumni have a voice in the election of the trustees of the university; this gives an immediate and necessary reason for existence, and also for some intelligent consideration of university affairs. This is not practicable, ordinarily, in the case of state universities, though in some cases, members of an alumni advisory board are elected by the local associations. Some universities, notably Harvard, have united the local clubs into a general federation, incorporating certain districts in the country into a Federation of Harvard Clubs, which meets annually and aims to further the interests of the university in every possible way.

There are many lines of specific activity open to a local association: One of the most important is its function as a medium of relationship between the university and the local community. While keeping the university in touch with the different sections of the country, it can also present to the people of the locality correct ideas concerning the institution. It can support the work of the general alumni association for the university by various forms of co-operation; maintain careful address lists, secure support for the alumni publication, furnish to the magazine items of interest concerning local alumni, and keep in touch with promising young men and women who should have an opportunity to secure a college education, and at times help them to secure such an education. The local association can materially help in the financial support of the institution, interest wealthy alumni, and citizens, in the university, establish fellowships and scholarships and make known to the public the needs of the institution. For the graduates of the state universities, too, there is always the opportunity to help secure the support of the people of the state for the university, particularly when a question of financial support comes before the legislature.

As regards the final avenue of service for the local club,—its identification with the social and civic problems of the community—little has been accomplished so far in comparison to what the field offers to such a body of college graduates. The movement, however, has assumed definite form in the

large cities and promises to spread. Some clubs at their weekly or monthly luncheons make it a practice to have a special speaker, not necessarily an alumnus, who has some definite message upon a live topic of the day. Many times the newspapers are interested in these meetings and publish extended reports. Other clubs have undertaken to co-operate in civic movements in supporting local high schools and training schools, and in such charitable undertakings as night schools and the "big brother" movement. All this marks but a beginning of what may become one of the larger aspects of the work of the local alumni club.

Many methods have been devised to make practicable an effective support of the local organization in the ways that have been suggested. The local clubs in the larger cities have always been the most successful; not only are there a larger number of alumni upon which to draw for support, but the establishment of monthly or weekly luncheons is particularly popular in the larger centers. In many universities a list of these luncheons is published in the alumni magazine, so that the traveling graduate may find just where he can meet his fellows, if he happens to be on hand at the right time. For the club in smaller cities or in the larger cities where only a few graduates of any university happen to live, the annual or semi-occasional gathering is usually all that is feasible. These, however, may be made of profit to the university over and above the benefits which arise from the purely social aspect of the meeting—keeping alive the interest and enthusiasm of the individual alumnus. Reports may be sent from the university, and in many cases, speakers, delegated to meet with these groups, review the progress of the university and outline the questions before it. Such a report is always listened to with interest; sets of slides, and of late years, films, have also been used to advantage in such gatherings. The same program is followed at the annual dinners, where, in some cases several speakers from the institution make direct reports to the alumni. Many of the associations in larger cities publish small news sheets for their members, the cost of which is included in their dues. These give short items of interest concerning the university

and their local members, as well as carrying announcements of the various undertakings of the club. Many associations divide their work into several divisions, one committee having charge of the publication, one of the local activities of the club, getting in touch with recent graduates, finding positions for them if necessary, inducing members to co-operate in social service work, and serving the local needs in various ways. Another committee has in charge the programs of the weekly or monthly meetings, which sometimes include summer outings, base-ball games, and excursions to various points of interest by street car, automobile, or just plain "hikes." In such an association, the annual dinner is a special feature which is prepared long in advance with an elaborate program.

In many institutions not the least of the duties of a local club is the interesting of high school students in the university they represent. This often demands personal effort on the part of the members. Talks are given before the high school students; these are always welcomed, especially if they are accompanied by slides or moving pictures. Framed photographs of university buildings are sometimes placed in high schools by local alumni associations. Often scholarships are established with the double purpose of aiding the institution and finding the best students. The funds for such scholarships are raised in the various ways open to such organizations, by including in annual dues, by subscription, or by giving entertainments.

One of the important matters which confront the alumni body of a co-educational school, is the question of whether the meetings shall be in whole or in part open to both men and women. Practical experience has shown that ordinarily the meeting which is attended by both men and women is less successful than those for men or women alone. In the co-educational meeting the men bring their wives and women their husbands—many not graduates of the institution, and much of the enthusiasm and spontaneity of the meeting is lost. It is also difficult to escape a certain formality in a meeting at which both men and women are present, who are not well known to each other, and who are brought together

only through their connection with the institution they represent.

The organization of two associations, one for men and one for women, is therefore to be recommended wherever practicable—with perhaps one joint meeting during the year. Both organizations, it has been proved, work more effectively, especially when the desirability for separate associations is frankly accepted.

AS THEY DO AT ILLINOIS.

At a meeting of the National Association of Alumni Secretaries, held at Nashville, Mr. Frank W. Scott, of the University of Illinois, outlined some of the specific problems connected with the organization of local associations and the methods which had been devised to meet them. In discussing some of the practical details of this work, he said:

"We first organize our geographical list very carefully and attempt to get the people in each locality where there are a dozen or more in touch with each other. In order to act intelligently, it is necessary to know who are the leaders, who have initiative or ambition to do something toward organization. Having learned this, we write to these men, and keep after them, whether they organize or not. We keep writing to them about one thing or another, and attempt to get them to organize. When they are organized, we continue to write to the secretary or the president of the local club, usually to whichever one seems to be the working member of the team, not only about club matters, but occasionally, perhaps once a month, to every one of these people, giving them some information about the university that is a little more private or interesting than anything we publish in the *Fortnightly*. That puts the officers in a good humor. They like to be able to disclose something at a club meeting that has not already been published, and that the other people there don't know. The officer feels that he is really an agent of the institution, and of some importance in the organization. Naturally we do not tell him anything that will amount to indiscretion, but we are willing now and then to take a risk for the sake of getting the kind of interested loyalty that that

kind of correspondence produces. We have never yet trusted the wrong man.

In order to stimulate the clubs that seem to be troubled with hook-worm, or some other deterrent, we make an effort to get the students of the university from the town in which these clubs are located to organize clubs at the University, and then when these students go back at Christmas time or vacation, we urge them to hold a meeting at home and invite the alumni in. If the alumni haven't been showing much spirit, they feel rather ashamed of themselves. This helps to stimulate the interest of the alumni in the institution, and gets them better acquainted with the students in the University. We do what we can to assist the students, and the alumni also, in getting up these meetings, especially throughout the State of Illinois, in the Christmas vacations.

Another thing we do to keep the local clubs alive is to send out suggestions as to what local clubs can do, and why there should be local clubs. That is the most frequent question we are asked, "Why should we have a club? What is there for us to do? We see each other often enough, perhaps. What is the use to organize? We have a good many clubs already." They want ideas. Scarce as they are, we try to furnish them some adapted to their own local conditions. That is rather a hard job, and it takes some thought, but it pays, if you happen to hit the right thing. We are careful to send to the secretary of the local club the name of every alumnus moving into his territory. One of the regular business routine details of the day is to make the stencils on the machine for all of the changes that come in. As soon as these new stencils are made, several copies are run off; one copy goes to the president's office, for the information of the administrative officers, one copy to the secretary of the class to which this person belongs, and one copy to the secretary of the local club in the place to which the person has removed, and one copy to the secretary of the local club from which the person has gone. It does not take much time, costs very little, but it is a service that is very gratefully received by all concerned.

Then we send out films and lantern slides for communities that cannot easily arrange for the production of the films. The lantern slide talk recites some of the activities of the previous year, or more immediate past, with illustrations of the events that can be conveniently illustrated. The movie films—we now have two on the road—consist, first, of films of the homecoming after the ball game of the previous year, and, second, of a play, a very spirited little farce with an almost tragical ending, written by a member of the university community, and staged and put on by members of the university fraternity club. We have introduced in the play some of the things that do not belong to it. In the first place, the play is staged on the campus, and all of the exciting events, including a violent death, take place amid scenes familiar to all of our alumni. We have interpolated views of the university. We placed a machine on top of the highest building, and then revolved it, giving a view of the whole campus, with the president riding past on horseback, just as he goes out every morning for his morning ride over the campus, which covers 1,400 acres. A few other prominent university men whom the alumni know, posed characteristically, including, for one view, an interview between the dean of men and a more or less recalcitrant student.

These things take well. They help out a club that wants to know how to entertain the members when they get together. This film cost about \$700, so we have to charge for it. The others are free. We charge \$15.00, but the play itself is so good a play, that they can make their \$15.00 easily by putting it on at some local movie house.

We take pains to print good accounts of the club meetings, wherever they happen. It is always worth while to print these, and to print them quickly, whether the club scribe is sufficiently alert to give you the information promptly or not. We know when the meeting is coming off, and if the information does not reach us within a liberal minimum time after the meeting occurs, we telegraph him. It does not cost much and a telegram is worth twenty-five letters for getting a response, because a man thinks if it is important enough for you to telegraph, it must amount to something, and he

wakes up to the importance of the occasion, and his own importance, and sends in the report at once, when he might pay no attention to a letter.

A local club meeting brings us more publicity than all the other agencies that we can employ. A meeting of the local club, if there are only five alumni at the meeting, is written up in the newspapers. Always they are given liberal space, and the people who attend are anxious to have another meeting a little later on, so that they can get in the papers again, so we help each other out.

It is a good plan for these meetings to ask in two or three or four, or as many prominent men of the town as you can accommodate. That pleases the men. It is a compliment to them. They are nearly always glad to go, and the newspapers are no less glad to write the thing up at length if one of their important advertisers or the mayor of the town, or some other dignitary has been present at the meeting. And thus you, in a way, capitalize for the sake of the university, the prominence of the local citizen. It is very helpful.

We try to include in these meetings from time to time the principal of the high school, and let him feel that we feel kindly toward him, and toward what he is doing, and so on, and in return he takes a kindly interest in the alumni and in what they are trying to do, and in the institution they represent.

A local club, in the third place, sometimes gets in touch with the best prep school boys in the localities. We do not do very much in that direction, because our problem, like that of many others here, is not how to get the students, but what in the world to do with them when we do get them, but we are anxious to have the club get in touch with the best men in the high school graduating classes, and some of the local clubs do that very well.

The local clubs assist us very materially in our social endeavors with the state legislature. We try to have a club in the town from which the leading members of the legislature come, and we find this is very helpful. The work is not unrelated to the fact that we are now getting about three million dollars a year from the state. In fact, these clubs over

the state offer a ready means for the spreading of any propaganda, directly or indirectly, in the interest of the university.

Finally, these local clubs help us to increase our own membership. Our constitution is so drawn that a part of our central government is conducted or controlled by representatives of the local clubs, the local clubs are affiliated with the parent organization, and in return for the work of the local organization in getting members, we require a minimum number of members in order to become affiliated, we return to the local club 25 per cent of the fees, fifty cents out of two dollars, which they may use in carrying on their own local work. This is of material aid to us and brings us many members.

MICHIGAN'S MODEL CONSTITUTION.

The University of Michigan has provided a skeleton constitution for adoption by the local alumni associations. These are sent out in duplicate to every group of alumni planning to organize. They have spaces left for filling in the place of organization and the names of the officers. The original is filed with the association and the duplicate is returned to the general association.

ARTICLES OF ASSOCIATION.

We, the Undersigned,

.....residing at.....

.....residing at.....

All being graduates or former students of the University of Michigan, have associated ourselves under the following constitution for the purpose therein stated.

ARTICLE I. NAME.

The name of this Association is The University of Michigan Alumni Association of.....

ARTICLE II. LOCATION.

The general office of this Association shall be at

.....

ARTICLE III. OBJECT.

This Association is formed to promote, through co-operation with the general Alumni Association of the University of Michigan,

- (a) Closer fellowship among the alumni and students of the University.
- (b) The advancement of the interests of the University.
- (c) The promotion of literary and scientific pursuits and matters kindred thereto.

ARTICLE IV. MEMBERSHIP.

All graduates of the University of Michigan, and all other persons who have been in attendance as students at the University, residing.....

.....
.....
shall be members of this Association.

ARTICLE V. OFFICERS.

The officers of this Association shall consist of a President, Vice-President, Secretary, and Treasurer who shall ex-officio constitute the general Executive Committee of the Association.

The duties of President, Vice-President, and Treasurer shall be such as are generally exercised by such officers.

The duties of the Secretary shall be such as generally pertain to such office, and in addition he shall be charged with the duties of notifying the general Alumni Association of the University of Michigan, at the University, of changes of addresses, of deaths and marriages among the alumni of the University in this vicinity, of public honors bestowed upon them, and such other information as should be a matter of record in the office of the General Association, the necessary stationery and postage being furnished by such General Association.

The Executive Committee shall exercise the power and authority of the Association subject to such directions as the Association may prescribe.

ARTICLE VI. MEETINGS.

There shall be held one meeting of this Association annually and such other meetings as may be provided for by the Association, or called by its Executive Committee.

Such by-laws may be adopted as from time to time shall be deemed advisable by the Association.

LIVE LOCAL ASSOCIATIONS.

Live Local Associations. There is one thing upon which all alumni secretaries are agreed, that is, that a definite object is absolutely essential to the maintenance of live local associations. A worthy ambition to do something definite for the institution or the community, or both. Among the lines of work open to such associations are the following: (1) It can serve to center, and keep potentially alive and active, the power represented by the local alumni. (2) Keep the central organization informed as to the attitude of the people of their vicinity toward the institution. (3) Place before and keep before the people of the locality correct ideas concerning the institution. (4) Support the work of the central association for the institution by insuring the co-operation of the local alumni association with the work of the central organization. (5) Keep the alumni informed as to the doings of the members of the local association through the alumni publication. (6) Keep in touch with promising young men and women who should have an opportunity to secure a college education, and, at times, help them to secure such an education. (7) Take an active interest in local affairs—particularly educational—and every movement that promises civic betterment. Show the people of the community that education has not narrowed but broadened our sympathies and ideas, and that we realize that education has entailed upon us obligations for service which we are determined to render. (9) In the case of graduates of state universities, the life of the alumnus in the community will show whether the state's investment has been worth while—unless the alumnus is rendering better service to the commonwealth because of his university training, the state's investment has been wasted. (10) Alumni are privileged citizens, and, as

such, owe the institution which gave them unusual opportunities the best in the way of service for the common good.

How can the local association be made to live up to its opportunities for service? In most cases it will rest upon one man or woman to take the initiative. The man or woman who can and will give the necessary time to keep the local alumni alive to their opportunities for service is doing a work that is invaluable. If it is to be done, someone must do it—why not I?

A SOUVENIR PROGRAM.

A souvenir program, for the use of local alumni associations at their banquets is issued by the alumni association of Michigan agricultural college. The programs cost about six cents each—the local associations paying for the same. The program is issued in such a form that the local association can add several sheets, if desired, of local material, such as program, menu, officers, etc.

COUNTY ALUMNI CLUBS.

This idea originated in Iowa but has been adopted by other states. The plan is, briefly, to get the students of the institution together, just before the Christmas holidays. A large room is needed and standards for each county of the state are provided. The students gather in groups about their own county standards and then each group organizes in its own way, and plans for a county reunion, during the holidays, at the most convenient point in the county. Alumni, former students and students now enrolled in the institutions co-operate to make the affair a success. Before the groups organize, those in charge make suggestions as to how to make the various meetings a success and answer questions that may be asked. A message of some sort is usually sent out to all of these meetings from the University and provision is made for reporting to the alumni publication accounts of the meetings which are published. This plan appeals to county pride and engenders a spirit of healthful rivalry and it also insures the holding of many enjoyable meetings that would otherwise never be held.

SOMETHING TO DO.

Local club meetings must have a definite purpose, organize a bowling club, or a whist tournament; or something that will bring the local alumni together and give them something to arouse their interest and get them to rubbing elbows. The necessity of this is demonstrated by almost universal experience.

A FUNDAMENTAL PRINCIPLE.

Organize the alumni and give them something to do. Seek alumni co-operation in all great undertakings for the institution. It is vitally important that the work be worth doing. The big job carries its own appeal. Alumni worthy to be called such, welcome opportunities to prove their loyalty. They will not seek such opportunities voluntarily, the alumni association must furnish the initiative. The alumni should emphasize the idea that colleges are for training for life and good citizenship.

A LOAN FUND.

The raising of a loan fund, to be used to help needy students is the task to which the local alumni associations of Delaware College have set themselves.

THE YALE IDEAL.

The local alumni associations of Yale University are said to be actuated by two chief motives. First—to spread a correct knowledge of Yale in the given community, and second—to assist selected candidates from the local community, who would not otherwise be able to attend Yale, through loans or scholarships. One local association has created a large trust fund, from which it provides loans up to \$600 a year to scholars, in each of four classes at Yale.

A PERMANENT SECRETARY.

A permanent secretary for local associations has been found very desirable by Miami University. The responsibility being placed upon one man, he feels his responsibility and is ready to respond to any call at any time.

FIXED DATE FOR LOCAL REUNIONS.

Some associations have found it worth while to hold their local reunions all over the world upon the same day, the day being fixed to coincide with some important day in the history of the institution or the state in which it is located. In Texas this day is fixed for March 2d, the date when Texas declared its independence of Mexico. This combines state with institutional loyalty and has proved to be effective in furnishing a keynote for the meetings and an enthusiasm that would otherwise be hard to arouse.

VISITING LOCAL ALUMNI ASSOCIATIONS.

The secretary will often find it worth while, when visiting local alumni associations to attend a meeting, to get in touch with the alumni by a direct letter to them telling them of his coming and expressing his desire to meet them personally, or by calling up the alumni, after reaching the city where the meeting is to be held, by phone and extending a personal invitation to come out and hear about alma mater. Personal calls are even more effective and will let the alumni know that you consider the occasion one worth while for them to attend.

DISTRIBUTING INSTITUTIONAL LITERATURE THROUGH THE LOCAL ALUMNI ASSOCIATION.

At Northwestern University all of the literature which the university publishes for prospective students is distributed through the local clubs—the literature though printed and paid for and published by the institution, has the imprint of the local alumni association or club upon it. So that by going out under the auspices of the club, it gives all possible publicity and prestige to the local organization.

HOW TO HANDLE LARGE GROUPS OF LOCAL ALUMNI.

The Cornell alumni living in Chicago number about seven hundred fifty. These men are grouped into fifty squads of about fifteen each; there is a chairman for each squad (the squads are grouped as nearly as possible along class lines) usually a member of the class most largely represented in the squad. The fifty chairmen are grouped into ten squads and

each squad is headed by one man; these ten chairmen are divided into two squads of five each, and each is headed by the livest man in the group and these two men are responsible to the chairman of the ways and means committee of the Chicago local association. This chairman is usually the vice-president who is thus made an influential factor in the local organization and is not a mere figurehead. When a banquet or other gathering is desired, the chairman of the ways and means committee is told to get busy. He calls up the two men under his charge and tells them what is doing; these men in turn, call up each of the five under their charge; these, in turn, call up the five for whom they are responsible and these five each get after the ten men for whom they are responsible and the whole seven hundred fifty men are reached directly and personally in a way to make them respond. The whole work can be done in a few hours, if necessary, and the plan has proven very effective. It is a sort of endless chain plan that is utilized for a worthy purpose and secures results by interesting a large number of individuals and making them take an active part in plans for whatever is on foot. This plan is capable of application to the large class organization and to any group organization of alumni.

"GET THE OTHER TWO."

This was the slogan adopted by the members of the Chicago alumni association of the University of Wisconsin. It was found that only one-third of the Wisconsin men and women living in Chicago were members of the local association. It was voted that each member "get two others" and each member was assigned two others and the plan worked well. The assignments were made on an arbitrary basis, regardless of acquaintance.

STEREOPTICON SLIDES.

The alumni association will find it worth while to have stereopticon slides, showing professors, buildings, words of college songs, and general views of the institution grounds and groups of alumni, students, big games, or special campus affairs, ready to loan to local alumni associations. Moving

pictures from the institutions are a never-failing source of interest to the alumni. Talking machine records of songs by the glee clubs, messages from favorite professors, never fail to please the alumni.

A COLLEGE FARCE.

"Ohio Wesleyan Farce" is a travesty upon student life at that institution which has been prepared for use at local alumni association meetings. The farce can be given by a few individuals and is suited to the purpose for which it was prepared.

A JUG OF WATER.

A jug of water from the sulphur spring on the campus, is frequently demanded by the alumni of Ohio Wesleyan University, for their local meetings. The spring is known to every student of that institution and around it centers many of the traditions of the college.

IX. ALUMNI REPRESENTATION ON THE GOVERNING BOARDS OF AMERICAN COLLEGES.

The following chapter is based upon an article by Leonard P. Wood in the *Technology Review* (Massachusetts Institute of Technology), Vol. VIII, No. 3. In addition to the information given here the article contains several tables showing, in detail, the practice in all the leading institutions of the country. Anyone wishing to go into this matter more thoroughly is referred to that article.

In accepting the responsibility for naming any members of the governing board of their institution, the alumni assume grave responsibility for the welfare of the institution, it is of course, just such responsibility as the alumni should welcome, the greater the responsibility the greater the service if it is properly performed. Some participation by alumni in selecting the members of the governing bodies of American colleges may be said to be universal. While it is true that in a few institutions, the alumni have no direct voice in such selection, practically they have an influence which makes them more or less responsible.

Practically all endowed institutions make provision for the selection, by alumni, of a definite portion of their governing boards. Probably in one-third of the colleges the alumni have no direct voice in choosing such members, but the larger proportion of these are, of course, state institutions. But even where no direct voice is given the alumni, the alumni constitute a considerable portion of the membership of the governing boards, such participation is individual and not alumni representation and so affords no means of conserving alumni interest and placing alumni responsibility as where the alumni themselves have the right to choose certain representatives.

Formal alumni representation has come into practice during the last half century. It was first adopted by Harvard

in 1866, more than three-fourths of the privately endowed institutions have direct alumni representation on their governing boards.

This representation takes two forms, where the alumni chosen representatives are members of the board of trustees and where they constitute a separate body. Such trustees, ordinarily have the same rights and duties as other trustees and in addition the responsibility for keeping the alumni authoritatively informed for the condition of the college, its aims, its problems and its needs. In some institutions it is formally made the duty of such trustees to make a written report to the alumni along these lines.

Where the other plan is adopted the alumni board may have merely an advisory relation to the board of trustees and administration or it may be given the right to review and, within limits, reject such action. In some cases certain classes of action by the trustees must have the approval of the alumni board of overseers before they can become effective. Where the relation is a purely advisory one, such advice carries great weight and many important changes in college policies have originated at such conferences.

The question as to which of these forms of representation is the better must depend largely upon circumstances and the individuals who constitute the membership of the boards. It is to be said, however, that usually the advisory relation is looked upon as a temporary expedient and that the tendency is for the alumni to secure full representation upon the primary governing board of the college.

The term of office for alumni representatives is usually from three to six years, and frequently provision is made so that no individual can be re-elected for more than two consecutive terms. The short term idea brings to the service of the institution a larger number of strong men and by the wider distribution which this larger number makes possible, many more alumni are kept in close touch with the institution. The short term also makes the alumni trustee more directly responsible to the alumni and permits of dropping those who are not distinctly making good in the office and it also fur-

nishes an incentive to the alumni to watch the acts of their representatives and so keeps alive alumni interest.

In many cases where the charter of the institution prevents a direct election by the alumni, the trustees agree to be bound by alumni nominations which then become in all respects equivalent to an election. But where the trustees simply ask for nominations with the right to reject such nominations, most of the good results which should come from such election are lost and the alumni lose interest in the whole affair.

The methods followed by the alumni in expressing their choice of representatives are various in detail, though usually falling under one of the following heads: (a) nomination by alumni at large, the primary system, or, (b) nomination by a committee with provision, usually for the placing of additional candidates in the field when there seems to be any general demand for other candidates. The usual way of nomination by direct primary is to send out a ballot and specify that all candidates who receive more than a certain specified number of votes shall have their names placed on the final ballot. It sometimes happens, however, that the vote is so scattering that no candidate receives the requisite number of votes to place his name on the list. This contingency is sometimes guarded against by providing that a committee shall place names in nomination when the preliminary vote fails to select candidates.

There are certain objections to this method of nomination, for example, it provides for no machinery to investigate and report upon the fitness of candidates and sometimes it has been found necessary for voluntary committees to assume such responsibility. It is also true that personal popularity plays a large part in the selection of candidates, irrespective of fitness for the position or probable usefulness as trustees. This plan also makes no provision for informing the alumni as to the qualifications of the candidates who have been nominated and unless he may chance to know them personally his vote must be cast in the dark or not cast at all. The plan furnishes no means of securing geographical distribution of the candidates and frequently one or two strong local associa-

tions will dominate the whole election and even a small clique may control an election through bringing about a concerted action for nominating some man or set of men.

In spite of its possible difficulties the plan has actually worked out well in practice, which is doubtless due to the patriotism and good sense of the alumni rather than to any merit in the plan itself. Any plan adopted will inevitably bring about concerted group alumni activity to secure the election of some man or set of men at times.

Nominations by committee eliminates some of the strongest objections to nominations at large and when committee nominations are safeguarded by providing for nominations at large when the committee has failed to recognize the merits of some person or persons notably well fitted to serve as trustees, the plan seems most desirable.

In voting on trustees the franchise is usually limited to graduates of the college. This rule is sometimes modified by providing that only alumni who have been graduated five years may vote. In support of this plan it is argued that it provides an electorate better able to judge wisely and that will be less influenced by classes, factions, and fraternity affiliations. These elements have at times interfered with the selection of trustees solely on the basis of merit and the danger is real and to be avoided at any cost. In some cases the franchise is based upon paid membership in the alumni association and this is very helpful in securing active alumni participation in college affairs.

Of course, the thing to be sought, whatever the plan adopted, is to secure as complete expression as possible of the deliberate judgment of the alumni body and any method which will most effectively secure this end is wise. The plan should not only be fitted to secure a large participation in the election but should bring home to the individual alumnus his personal responsibility for the results of the election—the plan should give the alumnus a feeling that he has a real and vital part in the selection of trustees to represent him and his fellow alumni upon the governing board of his institution.

X. THE ALUMNI ASSOCIATION OF THE SMALLER ENDOWED COLLEGE.

N. B.—In this connection particular attention is called to the report of the conference of the secretaries of smaller endowed institutions, held at Columbia University, November 19, 1914, and included in the report of the third conference of the Association of Alumni Secretaries, pages 73 to 90.

In almost every line of its activity, the alumni association of one of the smaller endowed colleges has problems and experiences that are unique and not at all to be met after the fashion of the great universities. The Association of Alumni Secretaries has recognized this fact in all its programs, and provided special conferences for institutions of different types, but the smaller associations are still prone to trust too much to what the larger ones have found effective.

FORM OF ORGANIZATION.

In the main lines of its organization the smaller association, with approximately a thousand graduates eligible to membership, can differ but little from the larger ones. There seems to be little doubt that it should include graduates and former students on an equal footing. The latter are often among the most devoted and helpfully enthusiastic members of the organization.

OFFICERS.

Officers should be chosen from year to year not *causa honoris* but because they have energy and a sense of responsibility and are in a position to work. The general secretary of the association should be a permanent officer, in some way compensated for his services, and the initiative in all matters of importance should come from him.

THE DIRECTING BODY.

Besides the usual officers there should be an executive body, a representative alumni council. Probably this would best be

elected by members of the various classes, arranged in groups or generations, each generation selecting by mail from nominations submitted by the officers or the council. For the older alumni, of course, more classes would constitute a group. Some associations are finding effective a council composed of representatives of the important local alumni clubs, with the addition of a few representatives-at-large, chosen by general ballot. Others, employing the first plan, include also in the council representatives from all local clubs over a certain size. Beyond question the opinions of the large and active local associations in strategic centers are of great importance to the alumni council, but there is often considerable difficulty about the attendance of their representatives at council meetings.

FINANCES.

The financing of a small alumni association may well be regarded as its most serious problem. The necessary expenditures involved are the salary of the secretary, the cost of publishing an alumni periodical, and office and clerical expenses connected with records, address-lists, correspondence, etc. Beyond this the outlay varies according to the ambition and liberality of the association, and may include reunion expenses, scholarships, trophies, and the fulfilling of larger pledges of one sort or another. Income may be derived from annual dues, subscriptions, appropriations from the college, special endowments, and a somewhat formal process of occasionally "passing around the hat." This last is too painful to be dwelt upon and should be avoided wherever possible.

WHEN THE COLLEGE CO-OPERATES.

In many colleges the institution assists at least to the point of providing an alumnus who is a member of the faculty or otherwise in the employ of the college, who is left with a portion of his time free for service as alumni secretary. He is either paid for all his duties out of college funds or is compensated to such a degree for his regular college duties that the part of his salary paid by the association is reduced to a minimum. It frequently follows that such an officer gives far more of his time and energy to alumni work than his financial return for that work represents, but the association is not the loser. What the

association loses from this dual employment is its independence of thought and united expression as to the affairs of the college. Under such arrangement the policy of the association is of necessity the policy of the institution. Instances where there are serious divergencies of opinion as to policy between the college administration and a considerable majority of the alumni are comparatively rare, but they are not unheard of among the smaller endowed institutions and may well be anticipated in any system of permanent alumni organization.

WHEN THE COLLEGE ASSUMES SOLE RESPONSIBILITY.

A number of the smaller colleges find it a highly profitable investment to finance their alumni organizations almost entirely. The secretary is a part of the administration staff, records and correspondence are handled by college officials at college expense, and in certain cases a news-letter giving information about the college is printed and distributed without cost to all alumni not oftener than four times a year. In this way all alumni and former students are reached and their interest maintained, and still they are not worn out with appeals for dues and subscriptions. The idea of reaching everybody is good and should be carried out wherever possible.

ADVANTAGES OF THIS PLAN.

It may be argued that the alumnus who is not bothered with frequent solicitation to keep the mere machinery of the organization going is more ready and willing to give to other and more attractive enterprises of his college. The Alumni Council of Union College, for instance, conducts a regular campaign of raising funds for the institution and secures an annual sum much larger than the college appropriates to it for running expenses. But giving to a cause or institution is largely a matter of habit, and once some system of dues and subscriptions is started, the man who pays these is likely to contribute most freely to other college funds.

THE ALUMNI PUBLICATION.

There is a wide variety of methods for issuing an alumni periodical, and financing it in connection with the membership dues of the association. The most obvious is to charge an annual

membership fee that shall include the price of a subscription. But associations are inclined at present to count all graduates and ex-students in their active membership and accept gratefully such dues as they can secure on this basis. The paying membership is usually estimated at one-fifth to one-third of the whole, and subscribers to a periodical are not likely to exceed the number of paying members. In some cases subscriptions to the magazine are secured as far as possible, and a few willing contributors are persuaded to add sufficient funds to provide copies for all members. The Oberlin Alumni Magazine, underwritten by a stock company of graduates, may be cited as a monthly that circulates in a comparatively limited association, and not only makes expenses but provides an annual traveling fellowship from its profits. Advertising in alumni periodicals adds little to the income, and for the small college with scattered alumni it is difficult to secure.

Except in certain conspicuous instances where an alumni magazine has established its place, there is much reason for small associations to prefer an inexpensive publication, made up of college news and alumni personals, sent quarterly to all the members and financed by the institution, by special endowment, or by the help of a small group of stock-holders. Editorial work on such a periodical can be obtained without cost, and until the recent advance in prices, a rather large edition could be printed very cheaply. Where a live and profitable monthly cannot be operated, this is certainly the most practicable substitute.

CHARACTERISTICS OF A GOOD PUBLICATION.

Alumni periodicals are read very thoroughly by those they reach,—at least so long as the alumni find the contents interesting. And the interesting features are always “newsy.” The publication should be large enough and frequent enough to keep the really significant developments about the institution clearly before its readers, and to give them all the news they can absorb about the alumni of their own generation. Articles not about the college, and even dull and lengthy deliverances on college matters, are out of place. The news itself should be recast and “featured” for alumni consumption. Names of students, for example, are interesting so long as they suggest fathers and brothers or the old home town, but poured too freely into accounts of

activities they only remind the alumnus that he is a stranger to *alma mater*. This problem of editing material to fit the alumni point of view is one of several things that render rather futile the attempt to carry columns of alumni news in undergraduate periodicals. The alumni who patronize a student publication for the sake of such news are comparatively few. The undergraduates who read alumni columns form an entirely negligible quantity.

MARKING TIME IS NOT ENOUGH.

The alumni association worth while has much more to do than to keep its machinery well-oiled. To his alumni ultimately every president of an endowed college must look for the funds always so seriously needed to increase facilities and strengthen work. Wherever possible alumni should be approached through the governing board of the association, and made to feel that their gifts express the loyalty of the entire alumni fellowship. The interests of individual alumni should be studied and they should be solicited always along lines that particularly appeal to them. One man will always contribute to enrich the religious life of his college, another to improve its scholarship, a third to increase the beauty of its surroundings. Many are particularly devoted to their fraternities; most of the younger men give gladly for athletic fields and equipment. Certain larger undertakings, such as endowment funds and students' buildings, may be supposed to enlist the support of *all* alumni and former students according to their means, but in cases like these the united tact and information of a considerable alumni council will be of great value to the officer who directs the general campaign.

AN EDUCATION IN GIVING.

Most money-raising projects, great and small, are dismal operations if alumni have not been educated in the practice of giving. The large universities have usually not neglected this. But many small colleges, alert enough in pursuit of the occasional wealthy patron, have developed no system of this kind. It commonly emphasizes the class as a unit, and begins with the day of graduation. At that time the class pledges itself to accumulate some reasonable amount of money in a given period—five or ten years—after graduation, and to devote this to some

genuine need of the college, which may or may not be specified at the time the plan is instituted. Class officers have the responsibility of collecting installments from the members, and in this very process the ties of class unity are strengthened. By the time the fund is completed, the class as a group is usually able and willing to continue a process of regular giving with some larger object in view. In some cases, colleges maintain a sort of "loyalty fund" to which individual alumni contribute annually in small amounts, but the class, with its bond of loyalty already established, appears to be the natural unit with which to work.

ADVICE TO UNDERGRADUATES.

There is another form of contribution, which certain alumni of small colleges can and will make, with little expenditure of time or money, but with very real benefit to the institution. This is an organized plan, covering a period of years, by which graduates and ex-students, having become prominent in various lines of public affairs, return at their own expense to visit their college and meet the undergraduates in conferences related to their special activities. Miami devised two years ago a program of such conferences on the general theme "Business as a profession." Within two weeks over twenty prominent Miami men, in almost as many lines of business and financial life, had promised to take part in this program at some time in the next five years. The plan is now being operated most successfully with four or five alumni bringing their messages to the students each year. The plan is equally applicable to the professions, to welfare work, and to various special subjects. It has its difficulties, between the really big man who is modest of his wares, and the smaller man who isn't. If it did no more than to bring in five prominent graduates a year as special guests of the college, it would justify its institution.

ADVERTISING THE COLLEGE.

Other types of alumni activity have little that is unique for the smaller endowed college. The obligation upon every man and woman to send the best product of such secondary schools as he or she knows in the direction of *alma mater* is the same for the college of a hundred students as for the great state universi-

ties or for Harvard and Yale. Alumni influence upon college policies is in about the same proportion, whatever the size of the institution. Certainly the alumni should have influential representation, official or otherwise, on the board of trustees or directors, but this is more likely to be the case with the small college than with the state university.

REUNIONS.

The smaller college is likely to make a great deal of an annual reunion of alumni, during commencement week. The older ones have held rather persistently to a somewhat serious type of gathering with an orator and various minor speakers, a business session, and considerable formality throughout. Present tendencies are all in the other direction, however. Such business as is transacted is at a session of the Alumni Council, elected by mail. Athletic sports and costume parades have forced their way in. The several reunion classes, in gaudy attire, own the campus for the day, and the occasion is entirely given up to jollity and good fellowship. It is a question if the small college, returning classes of twenty-five or thirty for reunions, will ever make the costume parade an unqualified success, but smokers, luncheons, open-air concerts, illuminations, and the like do not require so high a type of courage as the costuming. In most smaller institutions now the fall Home-Coming, in connection with an important football game, is relatively as great a success as in the universities, and makes use of the same type of program.

LOCAL ALUMNI ASSOCIATIONS.

The smaller colleges often have a difficult problem in organizing local associations of alumni and maintaining these in a high state of efficiency. Except in one or two adjacent cities, the groups are necessarily small, and have not back of them the prestige of some great and well-known academic name. But these little local groups can render valuable service to the institution. Moreover, if properly set going, they are likely to result in closer and more profitable friendships for the members. Within a reasonable radius from the college, they should direct the annual campaign for new students. They may contribute as a group to any worthy cause connected with the college. They

may guarantee glee-club concerts. But two lines of service are of particular value to the small college. They should see to it that the college secures due publicity of a proper sort in their community. Newspapers are anxious to print the news their patrons want, and fail utterly sometimes to realize how many friends some little college has within their field. Every college has on its staff men of authority in their special lines who could appear effectively before some local audience if the alumni of the community would see to finding a place for them. A second, more important service lies in extending a real welcome to alumni, particularly the young ones, who are newcomers to the city, or even in finding openings and opportunities for the graduates each spring who are getting placed. The live local association is always on the alert for those who are yet strangers and is eager to place its share of each year's graduating class in promising positions.

CO-OPERATING WITH UNDERGRADUATES.

At present many of the smaller colleges are taking over from the state universities the idea of organizing the smaller cities and county seats, where they have some strength, in joint associations of undergraduates and alumni. Meetings are held during some vacation, usually the Christmas holidays, and old and young meet together in the most cordial spirit to discuss conditions at the college and consider means to render some distinct piece of assistance. These organizations are most helpful in securing new students for the college.

THE CLASS ORGANIZATION.

However much local associations may accomplish, the class organization is the more natural and permanent unit of alumni activity. Its unity has been established in the four years of college companionship and should be cemented before graduation by a permanent organization. In small colleges, where it is so easily possible for all members of a class to be well acquainted, there is no excuse for inactive alumni classes. The first problem is the choice of a secretary, who must be faithful, resourceful and something of a projector and idealist. Often he is selected in the freshman year and serves an undergraduate apprenticeship. Any plan is good that will save the class after

graduation from the idle or inefficient officer. The second problem is to see to it that the class always has something to do, some goal toward which all the members are working together. The class pledges already mentioned would provide for that. So important are these class organizations considered that many associations are creating councils of class secretaries, with annual meetings or some form of inter-communication on methods of procedure or matters of interest to all. What has been said of class secretaries applies equally well to secretaries of local associations. In some cases they too assemble regularly, so far as they are able, for conference on policies and methods.

ALUMNI RECORDS.

Underlying all alumni activities is the absolute necessity of complete and accurate records and address-lists of graduates and ex-students. The associations whose entire list does not exceed 2,500 names are likely to be more lax in this regard than much larger ones. It is no easy matter to keep such lists up to date. The majority of people are just a trifle offended to think that the old college has lost track of them, but they are very loath to send a change of address to the alumni secretary. Part of the secretary's duty is to create a habit of sending news and then to keep cultivating that habit to the end of his official life. A complete directory should be maintained in at least two forms,—alphabetical and geographical. In some offices biographical details are recorded with the address on the cards in the alphabetical file, but wherever possible there should be a separate cabinet of biographical information, large enough to contain a good-sized folder or envelope for each name. Here it is easy to file clippings, letters, and the like, as well as notes; and the essential facts about an alumnus are ready for instant reference. Where an addressing-machine is used, the alumni stencils for this may be substituted for one or the other of the above lists, in whole or in part. Experience has shown that usually it is more convenient to have a mailing list arranged in geographical divisions, as in that way the addressing-machine may be used for various small jobs impossible with an alphabetical file of stencils.

Changes of address are of course reported at various times during the year; but especially among young graduates who are

teaching there is an annual period of "fall moving," just about the opening of the college year. This too is the time when local associations wish to get their rolls revised, preparatory to the winter meetings. It is highly advisable to send out new address-blanks each September, and to follow these up, if necessary, in order to get a return from the largest possible percentage of the alumni roll. The blank, if so desired, can be combined with a subscription blank for the alumni periodical. As soon as possible a revised directory should be printed and distributed, with a renewed request for information. This directory, if issued every year, may be printed in inexpensive form, and should contain only names, addresses, and possibly occupations. It may contain only alumni, by classes, or be an alphabetical list of alumni and former students. There may be a complete geographical list added. By all means such a list should be included for the territory covered by local alumni organizations.

It is impossible to specify how the considerable clerical labor connected with these lists and with other alumni duties should be handled. Much of it seems mechanical, but it must be done intelligently and with loving care. Alumni like to feel that every word they write to the institution has the personal attention of the president, or at least the alumni secretary. An alumnus once offended may mean an alumnus lost. A body of alumni treated with courtesy and consideration are the small college's most precious asset. To most people they are the college itself.

XI. ALUMNI ACTIVITIES.

There is no phase of college or university life upon which the alumni of some institution do not exert an influence. Not all associations touch all, nor, perhaps, even many phases of the institution's life, but every association touches and exerts an influence upon some phase of such life. Some associations confine their efforts largely to the social side of alumni activities. They try to get the graduates back at least once each year and so keep them interested in the college and ready to respond to the institution's call for support or service of some kind. Where the alumni have the right to name certain members of the governing board, alumni activity naturally centers in, and is built up around this function. One of the most natural and common functions of alumni associations, especially in endowed institutions, is raising money for endowment, for buildings, for library, for professorships, and the many things for which a college always finds itself in need of funds. Not infrequently the alumni publication, which keeps the individual alumnus in touch with his institution, is the most important single activity. There has been a tremendous development and spread of the alumni journal during the past few years. The quarterly and monthly publication is naturally the most common form, but the weekly is also well established, and Yale, Harvard, Cornell, Princeton, California, Minnesota, Columbia and Michigan Agricultural College have all established weekly publications that exert a powerful influence.

In state-supported institutions, alumni activity naturally takes another bent. The association exerts its influence to help secure adequate legislative provision for the institution. When the members of the governing boards are elected, the association's duty includes the securing of the nomination and election of men and women fitted for the task. When the members of the governing boards are appointed, influence must be exerted to prevent the appointment of members as a reward for political service and to insure the selection of the best men possible. The

alumni also find an important task in trying to place the institution in a proper light before the people of the state. In the case of both endowed and state-supported colleges and universities, alumni frequently exert influence upon their particular institution, in various phases of its life, by acting in an advisory capacity. Sometimes regularly constituted committees visit classes and report their finding and recommendations to the governing body. Specific lines of work open to alumni associations will be found set forth in the following paragraphs.

RAISING MONEY AT WORCESTER.

One of the most noteworthy achievements by alumni in raising money was that of the alumni of Worcester Polytechnic Institute. The success of the movement is due almost wholly to the work of Arthur D. Butterfield, alumni secretary and a professor in that institution. The story of the movement is so instructive and helpful that it is given in brief outline. The Institute was founded in 1865, so that when this movement was undertaken in 1911, it was forty-six years old and the alumni body numbered but fourteen hundred. Half of these had graduated within the past thirteen years. Twice before the alumni had raised small sums for special purposes. About thirty years previous \$4,000 had been raised for the library. Between 1902 and 1908 the alumni succeeded in raising \$47,000 for an athletic field. The third movement grew out of an offer of the class of '86 at its twenty-fifth reunion anniversary. This class offered to give \$1,000 for the development of the athletic field if thirty other classes would do the same. The offer aroused much discussion but few believed that it could be accepted and the whole matter of raising money for a gymnasium was left to the executive committee. The executive committee first issued a letter to the class secretaries asking whether the class had any special plan for raising money, and if not, would it co-operate with the general secretary along some definite line. The second step was the issuing of a printed booklet, entitled "What we propose to do." This summarized what had been done in the years preceding, giving a statement of what each class had given toward buying the original field, and then outlined the plan, which briefly was an attempt to raise \$200,000 and have it paid within four years,

this money to be used to develop an athletic field, build, equip and endow a gymnasium. The reason four years was selected was that that year, 1915, would bring the Institute to the 50th anniversary of the granting of the charter, and to aim to accomplish something definite, and attain its fulfillment at that date, it was felt would create a sentiment helpful in carrying out the work. Also the reason that \$200,000 was selected was that the committee felt that the larger the undertaking, provided it was not wholly impossible, the more chance they stood of carrying it through. Of this \$200,000, it was proposed that \$25,000 be used for putting the field in shape for athletic purposes, \$100,000 for the gymnasium building, and \$75,000 to equip the building and add money enough (\$60,000 being assigned) to the treasury of the Institute, so that the income would pay for the up-keep of the building and field. In making out this plan the acting president of the Institute was often consulted. He had offered to attempt to raise the money for the gymnasium, this part of the problem was therefore left to him, and he reserved for his field forty-five of the alumni who were considered able to give \$1,000 or more apiece. To the general secretary was given the problem of raising the other \$100,000 from the remaining alumni. Pledge blanks were prepared which stated that the signer approved of the movement and was willing to aid, giving a certain sum annually for four years, the first payment to go toward the \$25,000 necessary to grade the field, and the next three payments toward the \$75,000 to be used for equipment and endowment. A clause was inserted stating that each part of the pledge was good only on the condition that the total amount of that part pledged be secured. The fact that the pledge was good only in case of success was a great help to the work, for practically all were willing to make sacrifices for the sake of accomplishing a great end, since they realized that they were not alone in the work. Before starting the active canvass, each class was carefully gone over by the secretary in consultation with some member of the class. Each individual was discussed, both as regards his financial ability and his probable interest, and a definite sum to ask for was put against his name, thus resulting in a definite sum assigned to a class. In general it was planned to ask the older graduates for a little more per capita than the more recent gradu-

ate. In this general way, the total amount desired from the rank and file was planned out on paper, and if the list of 45 men reserved by the president would take care of their \$100,000 it seemed probable that the total amount could be raised. On July 17, the work started, just thirty-four days after the vote of the association. The first person visited and given pledge 1, was the president of the association, and he responded with the desired amount. Too much emphasis cannot be laid on this method of asking for a definite amount. Most of the men were impressed with the idea that the whole scheme had been carefully thought out, and that the amount asked for, was absolutely needed, and was not in most cases deemed unreasonable. Also the fact that a definite amount was being asked of each class, and the knowledge of what classmates were doing was an incentive to giving, for a good many did not feel like giving less than the average. The individual pledges in general, outside the class, were not given out to those solicited, but nearly every one said, "You are at liberty to tell my classmates what I have pledged, provided it will help." And it certainly was a great help, for many said, "If he gave that amount, I ought to do the same, or double," as the case might be.

The secretary set \$5,000 a week as the standard to be secured and not once did he fall below the mark set and his ten weeks' work showed pledges for \$55,000. Where several alumni were located at one place, plans were made to get them together for a meeting with the secretary. At one place there were thirteen alumni located. Twelve were present at the meeting and made pledges and the thirteenth had a good excuse for not being present and he made his pledge the next morning. A post card was sent out each month to all the alumni, telling how many had been seen, how many had pledged contributions and how each class stood in relation to the amount expected of it. Provision was made to relieve the secretary of his teaching duties and he was instructed to go on with his soliciting. The work was necessarily slower now, for the larger centers had been already worked, but wherever there was a Worcester alumnus the secretary went after him. One man he found in a dentist's chair, and after the dentist had extracted a tooth he proceeded to extract a pledge. On commencement day 1912, one year after the challenge issued

by the class of 1886, the secretary reported \$112,470. The secretary, who was traveling all the time, co-operated with the acting president in raising the second \$100,000 which he had agreed to raise. \$53,035 were pledged on the second \$100,000, making a total of \$165,505. The expense, outside the salary of the secretary, which was paid by the Institute, was \$3,500 for traveling expenses. The task of raising the \$34,495 remaining was then turned over to the secretary. This work was done largely by letters to those far away and by personal visits to men who could be reached by the secretary in a day's trip, and on commencement day, 1913, the secretary reported pledges for \$200,041.00. Eighty-eight per cent of the alumni contributed an average gift of \$136.34. Figured on another basis, each man contributed an average of \$6.84 for each year he had been out of college. The payments too, came in remarkably well and the amount not collected was made up by additional contributions secured for this purpose. The whole secret of the success of the plan was the man in charge. He says the secret of his success was—Plan your work, then—Work your plan.

THE YALE ALUMNI UNIVERSITY FUND ASSOCIATION.

This association of graduates of Yale University devotes its efforts to gathering annual contributions from the entire graduate body of the University. The directors of the association appoint agents in each of the classes of the several schools of the University and the collections are made by class units through these agents or representatives. The association was established in 1890. During the first year of its existence,—1890-91,—there were 385 members or subscribers and total subscriptions were received amounting to \$11,015.08. Twenty-five years later the members or subscribers for the year 1915-16 were 4,481 and the gross receipts of the year \$148,280.53.

The Alumni Fund Association, as developed at Yale, gives opportunity for the great body of graduates to give in accordance with their means gifts which come to the University amounting to a large total. The fund thus represents a living endowment, the income being received from the earnings of the graduates year by year, rather than from invested capital. Individual gifts to the fund have varied in amount from 50c to \$125,000.00.

The Directors of the Alumni Fund Association devote a part of the receipts of each year to permanent endowment or capital account, and part of the receipts are appropriated for the current expenses of the University for the year. The appropriations have always been made by the directors to general current expenses, not to specified or restricted fields. The only suggestion that has ever been made by the directors concerning the use of the income of the fund was in the form of a recommendation, some years ago, that a large proportion of the income be devoted to increase in professors' salaries. The receipts from the fund have made possible a new and higher scale of professors' salaries at Yale during the past six years.

The receipts of the fund from its inauguration in 1890 to the end of the year 1915-16 reached the grand total of \$1,600,-222.63, of which \$870,213.57 remains as principal fund, and \$702,137.89 has been given the University for annual income, the total expenses of management being only \$27,871.17.

INVOKING THE INITIATIVE FOR APPROPRIATIONS.

The alumni association of the University of California originated a new idea and carried it through to a successful completion. In that state the law provides for the initiative. The University had found it difficult to secure sufficient appropriations to provide much-needed new buildings. The alumni, with the cordial co-operation of the board of regents, decided to ask for the issue of \$1,800,000 in bonds for new buildings for the University. Forty thousand signatures were needed to secure the placing of the question upon the state ballot. Fifty thousand signatures, verified, were secured. Then began the campaign to secure the adoption of the proposal to issue the bonds. Committees were created upon newspaper publicity, public meetings, finance, etc. Wherever a political meeting was held in the state some alumnus or other friend of the University was present to speak in favor of the proposition. The loyal support of the alumni and the reputation of the University brought the campaign to a successful conclusion. The details of the campaign are interesting and will be helpful to any alumni body which may have a similar problem to meet.

The alumni were first organized by counties, with a central committee in charge; then by cities, towns and districts within each county. These groups of alumni met and were addressed by some member of the campaign committee sent from headquarters, and each member of the alumni was pledged to do individual work wherever possible.

There were held at various places public meetings for the discussion of the amendments which were before the people. Sometimes the alumni were invited to speak and sometimes they thrust themselves upon the attention of the audience without invitation. They spoke before large meetings in big cities and covered the state at the smaller meetings, women's clubs and in the various schools. It was necessary on each occasion to send somebody who was a good speaker and who knew the subject, but such persons were readily found either among local alumni or, if not, they were sent from the nearest available point. This traveling was always done at the expense of the person making the trip.

The newspaper work was carried on by the assistance of two alumni who were newspaper men. For each class of newspapers a different type of article was written. All the articles were written before the newspaper campaign began. First a letter was written to the editor of the paper, signed personally by the chairman of the committee, asking for the support of his paper; then some local alumni were asked to call upon the editor personally and to request his support. The editors of the daily papers were told that they would get five articles written by newspaper men all having news value and all being in a regular sequence. Three of these were published weekly, beginning with the fourth week before the election: the last ones were published during the week of the election and the day before. For the weekly newspapers a type that would interest rural communities was prepared. These were four in number published weekly beginning a month before the election. Still a third class of articles was prepared for such papers as the Argonaut, Pacific Rural Press, etc. It was also found necessary to prepare special articles for certain daily papers which would not publish any copy that was published in another paper. All these articles, when prepared, were set up in the usual newspaper style printed on

cheap paper with a standard column width so that the editor could easily see the length of the article.

The final vote in November was an overwhelming victory by more than a two-thirds vote.

RAISING A MILLION AT MICHIGAN.

The organization of the alumni of the University of Michigan for the purpose of raising funds for the Michigan Union building has a number of unique features. It seemed impracticable to send solicitors to see the alumni individually; the alumni body is altogether too large. It therefore proved necessary to rely entirely upon subsidiary alumni organizations. For several years a campaign of education as to the need for a new Union building was carried on through the columns of *The Alumnus*, which published two special editions which were sent to every alumnus, through speakers at alumni gatherings, and through the daily papers. Before a cent of money was asked for, the alumni were asking, "When are you going to ask us for our contribution to the Union?" The campaign opened in 1915 with one million dollars as the amount sought. A Campaign Committee of alumni was organized which took over the details of further publicity and organization of the alumni. The country was divided and subdivided into districts and local committees, each of whom was kept in touch by letters and telegrams with the central organization. Through an intensive campaign over half the required amount was raised in a very short time, and eight hundred thousand dollars was raised within the year, enough to erect the building. The supplementary campaign was undertaken in the spring of 1916 to raise the balance necessary for an endowment. A good portion of this sum was raised in the form of life memberships at fifty dollars, payable in five installments of ten dollars each. The remarkable thing about the campaign was that it was practically all small subscriptions, the largest—and only one—being one of ten thousand dollars.

AN ALUMNI LOYALTY FUND.

An Alumni Loyalty Fund was started at Brown University in 1914. The first year brought contributions of above \$9,000 from 441 alumni. \$5,000 of this fund was turned over to the

University. \$2,000 was put in what is called a "capital fund" the purpose of which is to be invested and held in reserve so as to equalize the annual gifts to the University from the fund. The balance, after the payment of expenses, will be used as the alumni trustees of the fund may decide is for the best interest of the institution. The chief purpose in collecting this fund is to make it possible to raise the salaries of professors at Brown. As a result of the interest aroused by the collection of this fund, five friends of the University have promised gifts aggregating \$9,000 annually for the express purpose of advancing the salaries of the full professors at Brown.

RAISING MONEY AT RUTGERS.

More than \$70,000 have been raised by the alumni of Rutgers College and added to the endowment. This fund has been built up from small contributions running over a period of many years.

PLANS OF PEABODY ALUMNI.

Two hundred thousand dollars is the amount of the alumni endowment fund which the alumni of George Peabody College of Teachers have undertaken to raise. The plan adopted is to take pledges running over a series of years, payable annually, or, in installments at various times during the year. More than one-half the amount fixed has been pledged and a very substantial amount paid in on account.

WESLEYAN ALUMNI CONTRIBUTE.

Contributions amounting to more than \$115,000 have been made by the alumni of Wesleyan. In the million dollar campaign more than half the alumni contributed.

WOMEN RAISE MONEY.

The alumnae of the women's college of Western Reserve University, 650 strong, raised \$80,000 for a memorial building for the use of the students of that college. The successful completion of this task, when all things are considered, was a most noteworthy achievement.

AN ALUMNI SCHOLARSHIP.

An Alumni Scholarship amounting to \$400 a year, is provided at Oberlin by the net proceeds from the alumni magazine.

At Minnesota the Alumni Weekly employs a student to solicit advertising. The average amount made in this way by students has been \$572 a year for the past eight years.

TEXAS ALUMNI CONTRIBUTE.

The alumni of the University of Texas contributed the major portion of \$100,000 for the erection of a young men's Christian association building at that institution.

OBERLIN ALUMNI RAISE \$500,000.

The college alumni of Oberlin, a number of years ago, raised \$500,000. The men at the head of the alumni movement in that institution directed their efforts to securing the interest of the alumni, and have established what they call a "living endowment union," which forms an appreciable portion of that institution's budget. The form of pledge is "I promise to give five per cent interest on \$. a year." Those who contributed to this fund constitute a union and elect a board who have the handling of the fund. It is provided also that the contributors may specify a specific object to which their contribution shall be applied.

THE ONE PER CENT CLUB.

The University of Michigan Club, of New York, has submitted to the alumni association of that institution a proposition for the organization of an honorary society to be known as the "one per centers." The motive of the organization is to afford equality of opportunity in serving the University. The proposition is to restrict the membership of the club to matriculates of the University, and all members are to provide in their wills that one per cent of their estate shall go, at their death, to the University of Michigan. The amount so devised shall be limited to one per cent, if given through the club. It is provided also that the specific amount of any bequest shall never be made public, thus leaving the man with the small estate in just the same relative standing as the man whose contribution is one hundred times as much. It is also provided that the money shall not be used for buildings or equipment, but shall be devoted to research work, particularly to the salaries of professors.

A YALE PUBLICATION.

"Life at Yale" is the title of a pamphlet issued by the alumni advisory board of Yale University. The publication is extremely interesting and valuable. It gives in a very informal pictorial style information that is seldom found in the University catalogues. It averages at least one picture to every page, and sets forth in a very effective way the life in the undergraduate department at Yale. The book also devotes some space to student expenses, self-help, under-graduate activities, enough information so that men will know just what they have to do to enter Yale, and the kind of things that men do after they enter. The expense of issuing this publication was borne partly by the University and partly by the advisory board. Copies of this pamphlet are sent to all the important schools from which Yale receives students and to the high schools of every city in the country of more than 25,000 inhabitants. It is also placed in prominent public libraries, in libraries of Young Men's Christian Associations, and in the hands of individual young men who are known to be interested and who are thinking of attending Yale. The first edition of 7,000 copies was exhausted within a year.

A PENNSYLVANIA PUBLICATION.

"Pennsylvania—a glimpse of the University" is a book of 104 pages (with 75 illustrations) issued by the General Alumni Society of the University of Pennsylvania. The book tells the story of the University—its history, equipment, advantages, and some account of its requirements. The table of contents indicates its scope— The spirit of Pennsylvania, by Provost Edgar F. Smith; the University history; Pennsylvania's contribution to the nation—science, law, literature, religion, and education; Equipment; Environment; Life in the classroom; Student life and organizations; Religion; Paying one's way; Athletics; The alumni; Corporation and faculties; Entrance requirements; Calendar; Scholarships; The University's finances; Student Statistics; Alumni officers.

HELPING TO GET STUDENTS.

Wesleyan University alumni have issued a pamphlet, "A Trip to Wesleyan," which presents the attractions of that institu-

tion for the prospective student. This has proved very effective in bringing to that institution an increased enrollment of desirable students.

HELP IN THE HOUSING PROBLEM.

An example of what alumni initiative can do is shown in a movement for better housing conditions among students at the University of Michigan. The first step was the appointment by the Alumni Advisory Council of a committee to make a series of recommendations regarding living conditions among the students. These included the adoption of a standard contract by the students and landladies, the establishment of an approved list of rooming and boarding houses, and an efficient inspection of them by two inspectors appointed by the University. These recommendations were approved by the University faculty and will probably be in force in the fall of 1917.

A UNIVERSITY DICTIONARY.

This publication was issued first at Minnesota. It was issued as a special number of the alumni publication and was financed by advertising. The book contains a concise and accurate statement, in alphabetical order and dictionary form, concerning the chief items of importance in the institution's history. The material was gathered by careful review of all official institutional publications, the student publications, and much was added by the author who had been connected with the institution during the greater part of its existence. Every man officially connected with the faculty was given a biographical paragraph when the information was available, and in case of present members of the faculty, small half tone cuts were given; similar cuts were given of prominent members of the faculty and governing bodies of the earlier years as well. The book contains pictures of all of the buildings of the institution and scenes about the campus. It also contains official records of teams, athletic and forensic for the whole period of institutional life. Student organizations are also given space and many organizations which have long passed out of existence are recorded.

NOVEL PUBLICITY IDEA.

A novel publicity idea has been used by the alumni of Iowa State College. A panoramic view of the college campus, 16 feet

by 4 feet, has been prepared by the college publicity committee. Through the co-operation of the alumni and other friends of the college, these pictures are displayed in the various cities and towns of the state. Prominent merchants have gladly used them in their display windows. The pictures remain in one place for a week and then are passed on to another place. They have always attracted much favorable attention and comment.

PICTURES FOR HIGH SCHOOLS.

University pictures, framed and ready to be hung up in school rooms and clubs have been provided by a number of alumni associations. A definite effort has been made by these associations to have these pictures put in all the high schools of the state where the institution is located and in other large high schools from which students may be expected.

THE EMPLOYMENT BUREAU.

Many alumni associations find this one of their valuable activities, and as it is a work in which the local alumni associations can help very decidedly, it has great possibilities of development. Where the institution maintains such a bureau, the alumni association can assist materially. The alumni publication can be utilized profitably in assisting in such work. Some associations extend the activities of their bureaus to assist students in finding work to help themselves through college. An alumnus is usually glad to help a fellow alumnus to find work for which he is fitted and if the alumni who have positions open would let the fact be known to the officers of their association, it would usually result in bringing the man and the job together.

ADVERTISING THE ADVANTAGES OF HIGHER EDUCATION.

A graduate of the University of Texas, James Stephen Hogg, went before the alumni association of that institution and offered to raise \$150,000 for the purpose of advertising the value of higher education to Texas. The association gave its approval and in forty-five days the money was raised and is being spent at the rate of \$30,000 a year for the purpose of proving to the people of Texas the value of state-supported higher education.

A M. A. C. PUBLICATION.

A "souvenir program" issued by the Michigan Agricultural College alumni association is an attractive booklet of eight pages, with embossed cover and one folded insert. The booklet contains the words and music of two college songs, pictures of many of the leading professors, together with information about the college and the alumni association. The insert is a panoramic view of the campus and buildings.

BUREAU OF INFORMATION.

The alumni association should be a bureau of information about the institution to which anyone may appeal with the assurance that he will get the desired information, or be put in the way of getting it with the least possible delay or inconvenience.

STUDY UNIVERSITY NEEDS.

The alumni of Wisconsin, several years ago, undertook a systematic campaign to secure information regarding the reasonableness of requests made by the regents for appropriations for the legislature. Everyone of the chief items of the budget put forward by the regents was assigned to a specific committee to investigate and report. For example, the association secured the opinion of a Chicago physician of international reputation in regard to the requests made by the regents for appropriations for the support of the medical department. The reports of these various committees, acting absolutely independently of the University authorities, was published in the Wisconsin Alumnus, and carried real weight as an independent and impartial expression of intelligent opinion.

A STATE-WIDE MOVEMENT.

The University club of Atlanta, Georgia, under the leadership of Thomas Connolly, has fathered a movement having as its end the better support, by the state of Georgia, of all educational forces in the state. The club has definitely tried to foster and further publicity to bring about this desired result. The club is strong and unusually representative and offers the most hopeful solution to a problem which is most important in that state.

ASK FOR SUGGESTIONS.

The alumni of North Dakota are being systematically encouraged to write to the University administration and express themselves freely upon all matters of live university interest. The idea is, of course, to bring to the administration helpful ideas as well as information concerning conditions in various parts of the state.

PAY FOR PUBLICITY.

A publicity committee, with a salaried secretary, is maintained by the alumni association of the University of Kansas. This committee has headquarters at Topeka, the capital of the state. The purpose of this committee is to organize the alumni of the state for the purpose of securing the passage of a mill-tax bill and better support generally for the University and other state educational institutions.

BOARD OF ALUMNI VISITORS.

A board of alumni visitors, with expenses paid by the alumni association, spend five days each year at the University of Kansas. The purpose of this board of visitors is to investigate the needs of the institution and to make a report of its findings to the alumni and the people of the state of Kansas.

THE HOUSING PROBLEM AT CORNELL.

The student housing problem has been taken up by the Cornell (alumni) Council and plans have been made and their execution initiated for providing suitable quarters for every Cornell student. The full plan is outlined in the paper prepared by Henry A. Hitchcock, secretary of Cornell University, which appears in the fifth annual report of the Association of Alumni Secretaries.

ALUMNI INFLUENCE UPON STUDENT LIFE.

In the fifth report of the meetings of the Association of Alumni Secretaries, W. F. Sheldon, of Wesleyan University, discusses this subject in a very comprehensive and illuminating manner. The whole paper is well worth studying by any one interested in this particular phase of alumni activity.

KEEP IN TOUCH WITH STUDENT AFFAIRS.

At many institutions the association officially attempts to keep in touch with student affairs and to make alumni goodwill and wider knowledge count in student affairs. In many more the secretary, individually, finds it worth his while to keep in close touch with student life and activities. Such contact is of the greatest importance; it helps the students and it brings direct returns to the alumni association in the way of more loyal alumni. At Columbia, Wesleyan and Union the secretaries are in very close touch with the student bodies and use such contact to arouse in the minds of the students a feeling of pride in the institution and a desire to become identified with the alumni association after graduation.

STUDENT ADVICE.

One alumni association makes a specialty of offering its secretary to give advice to students. The man who held this office for a time happened to be well fitted for the work and his services were not only in demand, they were helpful and appreciated.

BUSINESS CONFERENCES.

Business conferences with successful alumni is one of the distinctive features of alumni work at Miami. Some twenty-five men have pledged themselves to return, at their own convenience, sometime within five years, to address the student body in chapel and afterward to meet students who are specially interested in their particular line of business. Ohio Wesleyan University is working along similar lines.

ALUMNI AND ATHLETICS.

This subject was discussed by R. H. McLaughlin, of Brown University, at the fifth meeting of the Association of Alumni Secretaries. His address appears in full in the proceedings of that meeting. In his talk Mr. McLaughlin pointed out the dangers of over-enthusiasm on the part of the alumni; such enthusiasm may lead to meddlesome interference with college regulations and purposes; he told how Brown University has, in a degree, solved the problem and brought about a better under-

standing between the alumni and the college, through the creation of a local alumni committee through which the alumni can make their ideas known.

ATHLETICS AND ATTENDANCE.

It was the general opinion of the secretaries present at the fifth conference that athletics had little or no influence upon college attendance. Mr. Scott, of Illinois, reported that more alumni had urged him to subordinate the attention given to athletics in their publication, than had expressed a desire that more prominence be given to that subject. This agreed with the experience of other secretaries. Yale's experience, at the time that the "Bowl" was constructed, was that twice as many alumni showed an interest in providing facilities for intra-mural sports as in the big bowl proposition.

STUDIES UNIVERSITY PROBLEMS.

A committee on intra-mural welfare is maintained by the alumni association of the University of Rochester. This committee keeps in touch with the University and feels free, at any time, to offer suggestions to the administration upon any matter of interest. Their suggestions are always courteously received, and, if practicable, adopted. If not practicable, the administration explains the difficulties in the way of their adoption, and a most cordial feeling of co-operation has grown up between the institution and its alumni.

DOUBLING THE SIZE OF THE CAMPUS.

In 1906 the alumni of Minnesota tried to get the board of regents to make requests of the legislature for an appropriation for additional land for the campus, which was then about fifty acres in extent. The regents refused to make such a request and the alumni secured the introduction of a bill into the legislature of 1907, for \$1,200,000 for the purchase of more land. Despite the indifference of some members of the board of regents and the active opposition of other members, and without even the slightest support from any member of the board, the legislature granted \$450,000 for the purpose, and two years later, added another \$350,000, making a total of \$800,000. With this money sufficient land was purchased to double the size of the campus.

This end was accomplished by the alumni out in the state, who used their influence with their representatives in the legislature.

The alumni association was, of course, accused of "getting into politics." The reply was, that the alumni had simply exercised their rights as citizens, to organize to secure legislation in which they were interested, which they felt to be for the highest good of the state. That if this action constituted "getting into politics" they were proud of being "in politics" and intended to remain in politics so long as the University had need of their assistance.

INCREASING FACULTY SALARIES.

In 1906 the Minnesota alumni urged the board of regents to ask for \$140,000 additional for the purpose of increasing the salaries of the instructional staff of the University of Minnesota. The regents had voted to ask for \$40,000 additional, and after much urging by the alumni voted to ask for \$90,000 increase. The alumni were not content with this concession and secured the introduction of a bill appropriating \$140,000 additional for the express purpose of raising salaries. This bill had the active opposition of a portion of the board of regents. The alumni conducted a campaign of publicity, pointing out the justice of the act and the necessity for such relief if the University was to rank with respectable institutions. Much work was done through alumni publication, through state papers and by the alumni out in the state with their own members of the legislature. In spite of the most vigorous opposition the legislature voted \$105,000, more than had ever before been appropriated for the express purpose of raising salaries. This victory, in view of the attitude of the members of the board of regents in refusing to make the request, and the further fact that some members of the board actively opposed the request in the legislature, is a most remarkable tribute to what an active alumni body can do when it is once aroused to the necessity to act.

GETTING RID OF AN UNDESIRABLE COMBINATION OF GOVERNING BOARDS.

The University of Minnesota has always been governed by a board of regents appointed by the governor of the state and

including three ex-officio members. In 1901 the legislature passed an act creating a board of control to have general supervision over all state institutions. It was not the intention to have the act apply to educational institutions and the title did not provide for such inclusion. The act was amended by its enemies and made to include the university and the normal schools, with the hope that this would cause its defeat. The bill passed, largely because no one thought that it would apply to the University and normal schools, since they were not included in its title. The board of control never attempted to exercise its authority under this act until after the legislature of 1903 adjourned without amending the act by releasing the university and the normal schools. In the meantime, by a technical ruling the courts held that the university and normal schools were included in the title of the act, being included under the term "charitable" institutions. When the legislature of 1903 adjourned without amending the act, the board of regents voluntarily placed itself and the university under the terms of the act of 1901 and tried to live up to the terms of that act. With the best of intention it was not possible to avoid friction. The regents having control of the educational policies of the institution and the board of control of its finances. Conditions went from bad to worse, until the very usefulness of the institution was threatened. When the legislature of 1905 met, the alumni had organized for the purpose of securing the release of the university from the board of control supervision. The matter came to a vote and the legislature refused to grant the desired relief. The alumni redoubled their efforts and when the matter came up again, the action granting the desired release was almost unanimous, and the result was directly due to the activity of the alumni of the university.

XII. ALUMNI MEETINGS.

There are several compelling reasons which bring the alumni of any college together occasionally. Among these forces may be mentioned love of the institution and a desire to know what is going on there, and a natural interest in fellow alumni; the social instinct that brings men and women, united by any common bond, together for friendly intercourse; and the desire to have a good time. A consideration of the elements of the force which brings the alumni of any institution together, suggests the form of meeting that will satisfy those who attend such meeting. The meeting should bring to those present some close and intimate touch with the institution itself. This may be secured in many ways, such as having a speaker from the college to tell of recent developments and of the men and women who make up its faculty; when this is impossible, a letter or letters from officers or faculty members; stereopticon pictures of buildings, campus, faculty members and student gatherings; "movies" from the college home are always received with enthusiasm; an alumnus who has recently visited the old college can often bring to his fellow alumni a message to arouse enthusiasm and reawaken interest in Alma Mater. When the meeting is held at the college, a short review of the past year's doings and a confidential talk of plans being developed for the future, by the president, appeals to every alumnus. Since one of the reasons for coming together is to meet and greet old friends, opportunity should be made for such meetings, and classes should be encouraged to get together and keep together at such meetings. College songs always arouse enthusiasm and when the words are thrown on a screen by stereopticon, everybody will join in. Parodies on well known songs with applications which the alumni will appreciate are always taking and when the words are thrown on the screen the alumni will join in the singing with great gusto. Experience has demonstrated the desirability of getting together a group of alumni, before the meeting, to plan a program of songs and stunts to be worked in whenever there is a lull in the

program—between courses or in the midst of a course if conditions seem propitious. Men and women everywhere love good clean fun and a meeting without a good share of “just fun” can hardly be considered wholly successful. It is always well to remember that six five-minute talks are never half as tiresome as the average thirty-minute talk. Of course, there are exceptions and there are times when everything should give way to the man or woman with a message—but such are unusual occasions. The man or woman who goes home from an alumni meeting after having met some old friend, learned something new about the old college, sung the college song with abandon and enjoyed a good hearty laugh, is bound to remember the occasion as a successful one and to resolve never to miss another meeting.

In the following paragraphs will be found set forth ideas which have proved worth while in actual experience.

UNIVERSITY ALUMNI DAY.

University Alumni Day is growing in favor all over the country. The idea was first worked out in a big way at Columbia in 1908. The day chosen at Columbia is Lincoln's birthday. This day is a state holiday but not a Columbia holiday, so that the alumni can come back and see the whole institution or any of its parts in action. A program is provided of things of special interest to the alumni, but the idea of being able to go back and “see the wheels go around” appeals to the alumni, and adds greatly to the zest of the program of alumni events.

A typical program of the early days included a forenoon spent in sight-seeing, laboratories, collections, classroom work, and the “Van Am” collection, illustrating Dean Van Amringe's fifty years' connection with Columbia. The afternoon started in with an organ recital followed by a most interesting lecture upon “Navigating the air” illustrated by “movies”; an opportunity was then given to visit other departments of the University and to see the athletic teams at practice; a tea, provided by ladies of the University, was well attended. At six o'clock the alumni came together again for a beefsteak dinner. “Van Am” was the lion of the occasion. Songs were sung, short speeches made, and a basketball game with Pennsylvania followed. All this occurred on Saturday, and Sunday afternoon, the next day, a special

"Alumni service" was held in the chapel and the sermon was delivered by a former football star.

Among the permanent features of mid-year University Alumni Day, at Columbia, are—

Special chapel exercises for the alumni, which always opens the day's proceedings;

An exhibition of interesting books, papers, manuscripts, or other collections;

Usually a musical program—an organ recital;

A beefsteak dinner at six o'clock;

A program of "stunts" by classes for which prizes are offered. This always results in a lively competition;

Usually a basketball game between Columbia and some other institution;

Frequently, athletic exhibitions by students;

When matters of special interest to the alumni are up for discussion, the alumni conference is one of the big features of the day's doings.

Among the features that have been used in connection with the celebration of this day, at Columbia, during the past nine years, are the following:—

The class of 1908 made a great hit by staging a basketball game between two women teams representing Barnard college. The players were dressed in styles several years ahead of the times and gave a vigorous exhibition of the possibilities of the game.

An extra feature was introduced at one time, affording an under-graduate an opportunity to show some remarkable stunts in pole climbing.

A fake prize fight helped to enliven one gathering. The referee gravely announced that the fight was amply protected by a marriage license, a dog license and a regular boxing license taken out for the occasion. A "policeman" tried to break up the fight but was finally persuaded to stay and witness the event. This proved the most effective event of that year's program.

The evolution of a college man, from the chrysalis—freshman—stage to the decrepit old alumnus was shown on one occasion.

The class of 1896 reproduced an exciting event of their sophomore year. This included a raid by the police force which consisted of collecting "Kale" from the revellers and handing some of it to the man higher up—a man sitting on a step-ladder.

The reproduction of a court scene in Dahomey, afforded the class of 1905 an opportunity to shine as savages. The dancing girls brought in to dance before the king, who failed to please him, were promptly executed. A salome dance given by one of the men, impersonating a young woman kept the audience convulsed with laughter. The face was blackened, the arms and shoulders being white. In a final frenzy the dancer dashed his head upon the ground—and its true character was revealed—a pumpkin.

Castro's efforts to gain admittance to the United States were caricatured in another stunt.

A cabaret scene, ending in a duel, was a prize winner one year.

An exhibition of publications by students, faculty and alumni, proved an interesting feature of the celebration of 1914, at Columbia.

A military band afforded the class of 1905 to score again in 1914. The evolutions through which this band went kept the crowd interested and amused.

A street scene in New York gave the class of 1910 a chance to win first place in 1914. The group included hurdy-gurdies, monkeys, cops, negroes and two beautiful young women, who danced the tango, but came to grief—they were pricked by needles and carried away to a dismal fate.

A fake Mexican battle proved interesting. Mr. Bryan, who took part, was overcome by grape juice; Mrs. Pankhurst, who had to be forcibly fed and "T. R." who came in and "cleaned up" a whole army corps single handed, all contributed their share of fun.

A medical class put on an operation for a stunt. After a gory exhibition with butcher knives and saws, an appendix was finally removed which, when unrolled, proved to be a banner with "Volts for women" inscribed thereon. The sick man's recovery was remarkably speedy.

The big features of Columbia's program for 1915 cen-

tered about the war lectures, presented by men of national reputation upon specific features of the great war going on in Europe.

ALUMNI UNIVERSITY DAY AT YALE.

Alumni University Day was started at Yale in 1914. The day was inaugurated and has been carried out with the single purpose of giving graduates an opportunity to return and study the University as a teaching organization, to see it in its working clothes, to study its educational problems.

The day has been held upon Washington's birthday, which is quite generally a holiday in the business world, but which is a day of regular classroom work at Yale.

The programs have provided for the attendance of graduates at classes during the early morning hours, for a general meeting with addresses on some of the educational features of the University in the middle of the morning, a luncheon with the faculty at the University dining hall at noon, an afternoon meeting at which undergraduate interests with talks by undergraduates were a feature, an opportunity during the late afternoon for further visits to classes or to various institutions connected with the University, and in the evening, during recent years, the opportunity for visiting graduates to attend and take part in the annual meeting and dinner of the New Haven Yale Alumni association.

Each year some particular feature of the University's work has been emphasized. One year the emphasis was placed upon the collections of the University in art, in the library, in natural history, etc. Another year the emphasis was upon the graduate school with an outline of the history and present condition of graduate work at Yale at the general meeting, and opportunity for the men to go to any one of a dozen points for detailed study of graduate instruction in a given subject was given. Another year the chief study was of the professional schools, with an outline of professional study at the general meeting and an opportunity for detailed investigation of the work of the schools of medicine, religion, law and forestry.

Approximately two hundred graduates have returned for alumni university day each year. These men have come for the most part from New England and New York, but a smaller number each year from greater distances,—from Chicago, Kansas City, Denver, and other western and southern points. The men have come with a serious interest and have expressed themselves as delighted with the opportunity of thus becoming acquainted with the real work of the University. Although graduates return in great numbers to practically all of the large universities, their return is generally at a time of athletic contests, social gatherings or class reunions at commencement, when the university is either not in regular session or when the attention of the visiting graduates is entirely distracted by athletic or society functions. In spite of the large number of visiting graduates each year, it is surprising to see how few of the men have ever returned to classroom exercises or have made an intelligent study of the teaching work of the university. It was specifically to give opportunity for this acquaintance with the educational side that Alumni University Day was started and has been maintained at Yale.

DIX PLAN OF REUNIONS.

For some time at the University of Michigan the classes holding reunions have been meeting in accordance with the Dix Reunion Plan. This schedule provides that four classes which were in college together, hold their reunions at the same time. Each time a different group meets, so that during a cycle of four reunions any given class will have met with the four groups of classes which correspond to the four college years. Ordinarily these groups meet every five years, but one class of each group meets after a four year interval only, thus providing the necessary change in the schedule. In a university where the classes are large and class distinctions are not marked, as far as college work goes, this plan works well. It has been generally adopted by all the Michigan classes, though some of the older alumni still prefer the old five-year reunions. The five, twenty-five, and fifty-year reunions are almost invariably held according to the old schedule. The change was made from the old to the new schedule

within a few years, by leaving it optional with every class whether they should meet according to the old or the new plan.

The classes are urged to hold their reunions separately as joint reunions have not proved very successful. The merit of the plan lies rather in the presence of so many alumni from contemporary classes with the resultant renewal of old friendships and informal reunions of groups within the classes—clubs, fraternities, and old student organizations.

FINANCING SPECIAL MEETINGS OR EVENTS.

The experience of many has shown that it is desirable, in alumni work, that each special meeting should provide its own expenses, and not be a charge upon the alumni association. It has been found that a satisfactory way to finance such events is to estimate the entire cost of the meeting, including notices and all other fair charges and then make a charge for the chief event of the occasion sufficient to cover the entire estimated cost and leave a balance. This balance is important, for almost invariably there are charges which cannot be foreseen which must be met and the allowance for such charges should be liberal.

ALUMNI DAY BEFORE FINALS.

It has been suggested that alumni day might profitably be set for Friday or Saturday preceding baccalaureate Sunday. It is argued that it is easier for the alumni to attend a celebration coming at the end of the week than one coming in the middle of the week. It has also been suggested that by putting the date forward so as to have it occur before the final examinations, the alumni would enjoy the privilege, which few do under present conditions, of seeing the institution actually at work.

SPECIALIZING ON ALUMNI DAY.

It has been suggested, and several institutions are planning to carry out the idea, of having each alumni day specialize on some one thing, e. g., make an attempt to get the glee club men back one year, the debaters another, the track men an-

other, and then arrange the program of the day with special reference to this fact. When the glee club men come back it would be most natural to have a concert and when the track men come back athletic events would be emphasized. The idea of getting the glee club men back has been tried successfully at a number of institutions.

TEXAS INDEPENDENCE DAY.

The alumni of the University of Texas find that "Independence Day," which the people of Texas celebrate in memory of their securing independence from Mexico, affords a suitable occasion for local and other alumni meetings. The day gives tone to the form of celebration and unites state and institutional loyalty in a way to make both more real and stronger. Naturally patriotic addresses are the leading feature of such celebrations but they do not preclude the utilization of other features which especially appeal to the alumnus. It is to be noted that southern institutions are apt to make much more of orations and addresses on such occasion than are northern institutions.

ALUMNI REUNION ATTENDANCE.

Successful effort to secure attendance at alumni reunions must be based upon the theory that "If you give the alumni something to come back for they will come."

REUNION TROPHY CUP.

Some associations have found it worth while to provide a trophy cup upon which are engraved, year by year, the names of the classes that send back the largest number to the annual reunion. Sometimes a second cup is provided upon which is engraved the name of the alumnus who makes the longest trip to be present at each reunion.

A CLASS PUBLICATION.

This plan has been employed very successfully at a number of institutions, notably at Columbia. The class of 1914 of that institution prints such a paper monthly. These publications do not in any way compete with the association publication but fill their own particular field.

The class reunion publication has been used with notable effect by the class of 1905 of Iowa State College and the same class of Penn State College. Six numbers of the "Sicemaka Hustler" were issued by the Iowa class. "The 1905 Bugle" called the class at Penn State College together.

REUNION PUBLICATION.

A number of alumni associations have used the reunion publication to good effect, notably at Michigan and Virginia. Sometimes this is issued by the association, printed every week or every other week for three months before commencement and supported by advertising and subscriptions by the quinquennial classes. This publication is usually kept absolutely independent of the official alumni publication and is sometimes edited and financed solely by a committee of the reunion classes. The name selected is calculated to arouse enthusiasm for the occasion, such as "The Reunion Barker," "Wassail Bowl," "Pull-yer-tin," "The Comeback," "The Big Tent," "The Beadle," "L'entente," and one series run as a section in the regular alumni publication, used progressive titles, as follows: "Yeast," "Sponge," "Dough," "Loaf" and "Bread." This plan works well in arousing enthusiasm and interest that results in increased attendance upon reunion occasions. It is agreed that such publications have much more pulling power if edited by a class committee and devote much space to personal hits on members of the reunion classes. The Virginia "Big Tent" has been most fortunate in the possession of a cartoonist, who enters into the spirit of the occasion.

A LIVE BIT OF PUBLICITY.

Union College Alumni brought out a very effective folder to advertise alumni doings for 1915. The folder filled sixteen pages in the form of a railroad time table. The first page in big white letters on black background appears the inscription, "Every Railroad," then in smaller type—"leads to Union 119th Commencement." Catch phrases or poems add life to the whole. One page is devoted to a "condensed time table" that shows how every hour can be spent for the five days of commencement week—and the program is "some" program. One

page contains a blank application to be used with employers to secure the release of alumni desiring to attend the exercises and one to a blank with the following wording: "Tack this on the door of your office, store, bank, study, class room, church, farm, barber-shop, jitney bus, or whatever else you leave when you come to Schenectady." (Then in large letters.) "I have gone to Schenectady to renew my youth. Return indefinite." With room for signature at bottom. The remainder of the folder is filled with live stuff that has "pull."

THE BIG TENT.

The University of Virginia centers its alumni celebration around the "big tent" which is placed on the campus and around which centers the events of the alumni reunion. This association issues a special reunion publication called the "Big Tent" for the purpose of arousing interest in the affairs of commencement week. The Virginia plan has worked well and has been unique from the fact that the association has had the services of an excellent cartoonist who has entered into the spirit of the occasion and has drawn cartoons that would draw the crowds.

ASK FRATERNITY AID.

Fraternity aid to secure a large attendance on alumni day was invoked by the alumni of the University of Virginia. The plan proved very helpful in securing an unusually large attendance. Each fraternity sent out one or two letters to its former members urging them to attend the exercise of alumni day and to come back to the fraternity.

COMMON INITIATION DAY.

A common initiation day for all fraternities, at Miami, affords an opportunity to bring back a large number of alumni at one time. The day is set for early in the second semester.

ADVERTISING STUNTS.

Advertising alumni meetings by novel stunts at football games has been found practical and brings excellent results at some institutions.

A FREE DINNER.

"The University as Host" idea has proved successful at Michigan. The University makes an appropriation each year to be used in getting the alumni to come back on alumni day and to help entertain them when they get back. The president of the University appoints an entertainment committee, representing all departments of the University. Refreshments are served and the assistance of students and towns-people is enlisted in helping to make the occasion more enjoyable. Autos are provided for sight-seeing trips. Class headquarters are assigned and the campus is placarded so as to make it easy to find any class or event. More than one thousand were served at a recent buffet dinner served by the local branch of the Collegiate Alumnae.

A BOX PICNIC.

A box-picnic, for alumni day, has proved popular at the University of Kansas. Provision is made for the alumni to purchase box lunches on the picnic grounds. The event has come to be one of the most popular features of alumni day.

AN ALUMNI BREAKFAST.

Breakfast furnishes an attractive feature for many alumni day celebrations. Sometimes this breakfast is for the alumni generally, and again it is planned to meet by classes. In cases where classes are small they frequently meet with some member of the class living near the college. The informality of the hour gives the affair a tone that is most enjoyable.

A BARBECUE.

"A Barbecue" is always an important part of the alumni day celebration at Virginia and is likewise utilized at other institutions of the south.

COMBINE ON COSTUMES.

In providing of costumes, stunts, etc., for alumni affairs, Delaware College has found it advisable to have a committee of five take the matter in charge, rather than to leave the arrangements to the secretaries of the reunion classes. The

centralizing of responsibility has resulted in a decided increase of enthusiasm and effectiveness.

A COSTUME PARADE.

A typical costume parade at Columbia, so the New York papers say, is like a lobster dream. In these parades are shown Pierrots, sailors, black hands, organ grinders, horse-men, gentlemen in dusters, in blue and white costumes, Chinamen, suffragettes, a mammoth rat, a lion; (the suffragette feature afforded no end of amusement by signs which showed their masculine origin, such as "Volts for women"); a troupe of bagpipers in Scotch costume; Yama Yama girls; a volunteer fire company, sailor costumes; "T. R." in roughrider costume; cannibals with a missionary who stayed for dinner; Roman charioteers; Dutch bloomers; toreadors and a bull-fight; a boat race on land; polo game; a pirate ship; an awkward squad; an I. W. W. riot with bombs—very realistic; a modification of the Zulu stunt, in which the beautiful young missionary is rescued by U. S. soldiers.

PARADE AT PENN STATE.

In the parade at Penn State the class of 1905, celebrating its tenth anniversary, had a duplicate of "flag-catcher" with which they captured the sophomore flag in their freshman year. The class also presented the class of 1906, with due ceremony, a replica of the flag captured from that class ten years before.

CIRCLE NIGHT.

"Circle Night" is the big occasion for the alumni of the University of Rochester. In front of the administration building is a large circular grass plot, in the center of which is a statue of former President Anderson. This plot is enclosed with canvas and the reunion is held within. Some student organization furnishes music, and sometimes a play. The Circle is illuminated with Japanese lanterns and electric lights. "Hot-dogs" are served from grills, sandwiches, cider, etc., help out the refreshments. When the business meeting is over the alumni march in lock-step behind the band; red fire torches

are much in evidence upon the march through the campus, which ends with the flag pole circle. From the flag pole floats the stars and stripes and the college banner, illuminated by searchlights.

AS THEY DO IT AT MIAMI.

Alumni day at Miami is the big alumni event of the year. The morning is given over to registration and the Phi Beta Kappa meeting. The classes gather in groups, shortly before noon, on the main walk through the campus. Classes that desire rooms for meetings are assigned rooms. At noon the alumni march to the steps of the library where a picture is taken and then to the commons where luncheon is served. A few short, snappy speeches, follow luncheon and then comes the ball game between the 'Varsity and some visiting college, and each reunion class is responsible for some stunt. The Phi Beta Kappa get together for a supper and the evening closes with a campus concert by the glee club—made up of alumni members of former clubs. The fraternity reunion banquets usually begin at nine o'clock that evening.

A SENIOR SPEAKER.

A senior student, chosen for his all-around ability and his public spirit, has been asked to talk to the alumni upon "student life and ideals of the present day," at the University of Minnesota. The plan has been twice tried and has proved to be a very enjoyable feature of the reunion program.

TALKS BY SENIORS.

Some live topics, discussed by a member of the senior class, chosen by the class, and by other speakers chosen by a committee in charge, has made alumni day at Oberlin a live and interesting occasion. Among the topics discussed in recent years are—The place of vocational studies in the college curriculum; The bearing of a college course upon later life; Student interests outside the classroom; What is the ideal athletic program for a college; The social standards of the college.

In discussing this latter topic four individuals took part,

each one paying special attention to one of the following divisions—

(1) Can the social usages of good society be so formulated as to furnish a basis for college standards?

(2) How may the facts and principles underlying fine social conduct be frankly and effectively presented to young people?

(3) How may the best student sentiment be made operative in the sphere of social conduct?

(4) Can college legislation largely determine student social conduct?

Ohio Wesleyan follows a similar plan.

CENTERS IN ATHLETICS.

An athletic revival was planned for the 1916 homecoming at Iowa State College. Each captain of an athletic team that represented the college at any time in its history, made an effort to get the members of that team back for the event. A great banquet, surpassing anything ever before attempted at that institution closed the day.

FOOTBALL POW-WOW.

A football pow-pow, held on the evening after the big game of the season, is one of the chief features of the "homecoming" of Miami alumni. Earlier in the evening, the "M" men, both undergraduates and graduates, dine together, the pow-wow follows. This consists of songs, speeches and light refreshments. The pow-wows have proved popular with the alumni and have likewise appealed to the undergraduates. Following the pow-wow, the fraternities hold smokers for their own alumni.

A MINSTREL SHOW.

A successful minstrel show, in which alumni, students and faculty took part, was planned and put through by the alumni of North Dakota. The proceeds went to the alumni association; the idea of an alumni-student entertainment appealed alike to the alumni, the students and the administration.

A VALENTINE PARTY.

A Valentine party was held at Minnesota a few years ago. The first president of the university, who is still living and whose birthday fell on St. Valentine's day, furnished the excuse for moving the annual meeting forward a few days. Minnesota has three living presidents and heart-shaped cards were sent out to all the alumni, who were requested to write a Valentine greeting to each of the three and send them to the association to be presented at this meeting. Several hundred responded, enough to make the affair really worth while. The decorations for the evening were appropriate for the occasion and Valentines were presented to certain well-known alumni by other alumni equally as well known. The whole affair worked out well. These presentations by alumni were staged so as to come in a certain order without announcement and with apparent spontaneity.

ALUMNI DAY PROGRAM.

At the State University of Iowa, the senior frolic on alumni day is one of its chief features. The seniors of each college are responsible for putting on some feature for the occasion. The frolic is usually preceded by a baseball game and is sometimes followed by a picnic supper. As a sample of some of the stunts, the senior dental students had an enormous tooth mounted on a wagon and proceeded to prepare it for filling. What they didn't take out of that tooth isn't worth mentioning. The medics once performed an operation for appendicitis and removed an immense link of bologna sausage from a stuffed figure with a scythe, and at another time gave a burlesque on Dr. Friedmann. The law students tried Theodore Roosevelt, and it was "some" trial. The engineers built a railroad and ran a small engine over the track. The other colleges were each represented and the plan worked out very successfully.

TWO ALUMNI DAYS.

Cornell University has two alumni days, Friday and Saturday before Baccalaureate Sunday. Special effort is made to get the three, five, fifteen and twenty year classes back.

Visiting the University and a program of amusements makes up part of the affair but the chief feature is the Forum, or convention, as it is now called, where the alumni get together and seriously discuss institutional problems, such as student relation to the university, scholarship, etc. The program is made up from suggestions made by the various local associations, the suggestions being studied by a committee which arranges the program.

SPRING DAY.

Spring day, at Cornell, which usually comes late in May, attracts many of the younger alumni who prefer its excitement and carnival spirit to alumni day at commencement. The program of spring day often includes a circus and carnival and promotes a spirit of frivolity and good fun. The day closes with the crew races which often last until dark.

REUNION CONCERT.

A reunion concert by the glee club forms a feature of alumni day celebration at Oberlin college. The current college glee club forms the nucleus and as many members of former glee clubs as can be reached and persuaded to return are brought in and sometimes from fifty to seventy-five members of the glee clubs are present to take part in the program which includes not only singing, but clever vaudeville stunts of various kinds. The concert has become one of the real features of commencement week at Oberlin.

AN INSTITUTIONAL ORDER.

Admission to an institutional order, as for example, at Wisconsin it might be the "Order of the Badger," affords an opportunity for much ingenuity and the staging of a real hit. It can be announced that some alumnus, to be named, will initiate (name some prominent alumnus who has done something really worth while during the past year) into the order. The man or woman to be initiated may then be "grilled" to any desired extent and as far as circumstances of the case justify, but ending with an expression of appreciation from the alumni for the accomplishments of the individual chosen for

the ceremony. It is believed that such an order could be made a feature of every annual meeting and that initiation into the order could be made something for which the candidate would gladly undergo the grilling to which he would be subjected.

A MOCK SENATE.

A mock college senate, faculty or deans meeting affords no end of opportunity for good fun and permits of driving home, in an effective way, of alumni ideas concerning various matters before the authorities of the college. It is all important that the thing be well planned and put through with snap, for if it begins to drag there is nothing more distressing and lacking in point.

AN ALUMNI UNIVERSITY.

The (apparently impromptu) organization of an alumni university and the voting of degrees to alumni in recognition of their well-known foibles, is very effective when properly worked out. Some prominent alumnus can be presented with a thermometer with a statement that since there seemed to be no degree that exactly fitted his case it had been decided to give him all the degrees there are.

CLASS RIVALRY.

Rivalry in staging class stunts forms the basis of very successful alumni day affairs at Worcester Polytechnic institute. Each five year reunion class is responsible for a stunt and each tries to outdo the others. Brass bands and mascots are much in evidence and rather more than one-fourth of the 1,500 alumni of the institution get back for alumni day.

CAPITALIZING CLASS SPIRIT.

Class yells and class rivalry are always enjoyable. If two live classes can be seated on opposite sides of the hall and start challenging each other with class yells and songs, no end of good fun can be stirred up. Such things can be worked up by enlisting the help of a group of live alumni from each class. If the two classes were rivals while in

college it will add greatly to the feeling displayed and the consequent enjoyment of members of those classes and other classes as well.

A FAKE SCRAP.

A first-class fake scrap, when properly staged, is one of the most effective ways of breaking up formality. The scrap should be prepared with care, no one outside those engaged in it should know what is coming—if the presiding officer can be kept in ignorance of the plan it is all the better—and it should be “pulled off” with such precision that no one outside the confidence of those in the game will break in and upset the prearranged plans. When the scrap is at its height a banner may be unrolled, where everybody can see it, containing proper inscriptions to put the crowd wise.

AN ORIGINAL PLAY.

An original play that has application to institutional conditions will often make a hit. It is essential, however, that such a play be made short and very pointed and that it be couched in such language as to show that the hits are all good natured, so as not to offend the good taste of any of the alumni who may have a specially warm spot in their hearts for those who are caricatured.

SONGS AND PARODIES.

There is nothing else that will take the place of good live singing at alumni affairs. If a group of eight or ten men and women, or men or women alone, can get together before the meeting and plan to be ready to break in at any time (without announcement) and sing a verse of some popular college song or a parody that has an application that will appeal to the alumni, it will make any alumni meeting a success. If there is but one verse it should be repeated and the whole crowd should be urged to join in the repetition.

IMPERSONATIONS.

Every alumni body has one or more individuals who are clever impersonators. It is always effective to have such a person give impersonations of persons connected with the

college. For instance, such a man could hold a faculty meeting all by himself and make four or five short speeches, that would be at once recognized as coming from some well-known college character, and the whole range from president to scrub woman are legitimate game in this line.

FAKE TELEGRAMS.

Fake telegrams and special delivery letters are easily handled and are capable of being worked for genuine hits. They also have the advantage that they may be worked in at any time when there is need of action to tide over an unexpected delay in the program. These can frequently be faked on the spot by the presiding officer and made to fit an unforeseen occasion.

CARTOONS.

Cartoons of college life and events, thrown on a screen with a lantern, always make a hit, if the cartoons have real point. The technical execution of the drawing is of less importance than an idea which will appeal to the alumni. These can be used at affairs to be held at the institution or alumni gatherings at a distance.

A PRESENTATION.

Presentations of cut glass which is to be accidentally broken just as it is to be turned over to the recipient, and the sudden discovery that the cut glass cost 79c at some well-known store, is somewhat outworn, but still there are times when it can be worked to good advantage.

XIII. MISCELLANEOUS ALUMNI ACTIVITIES.

In the following paragraphs are set forth many important ideas concerning alumni activities in various lines. The paragraphs have been grouped so as to bring, as closely as possible, similar lines of endeavor together.

ALUMNI RECORDS.

Aside from the records which are gathered and preserved through class secretary activities, it is essential to any general alumni work to have certain records of alumni kept in one central office. Three records are absolutely essential for such work. First—An alphabetical list, showing the chief facts about each alumnus which it is found desirable to keep. Just what record is kept on this card depends upon the needs of the particular association in its work for the institution and the purpose in keeping up such records. Certain facts must, of course, be given—such as full name, class and degrees, present address, business. This information is sometimes given in connection with the class list and this list simply shows the name, degrees and years when received. Second—A class list, giving the members of the class in one place. Often it is found desirable to keep the fullest information concerning the individual in connection with the class list. It is always desirable to keep as much information as is suggested as a minimum under the alphabetical list, in the class list. Third—The geographical list is vital to any concerted alumni action. The two things most vital for this list are business and class. It has been found convenient to keep this list on stencils for automatic addressing machine. This makes it possible to keep the list constantly up to date and also makes it possible to furnish an up to date list at any time on a moment's notice. A great deal more information may be kept in connection with any of these lists, but it is believed that the plan suggested above gives what is vital to furnish a basis for effective alumni activity.

KEEPING UP ALUMNI LISTS.

The alumni lists at the University of Michigan are kept by the University on addressograph plates, so that all the alumni or any division may be addressed at once. The list is arranged geographically, with a series of tabs on each plate, so arranged that the men or the women, or the graduates of any department, can be addressed separately. There are more than 35,000 addresses in this list.

ALUMNAE CLUBS.

Co-educational institutions have found a real problem in arranging for alumni meetings. While it is agreed that the larger and more important meetings, and all business meetings, should be open alike to both men and women graduates, experience has taught the desirability of occasionally holding meetings to which only men or women alone are invited. It is possible to get men together at a smoker or other function to which the men alone are invited, when it would not be possible to get many of those same men out to a co-educational meeting. Many co-educational institutions have found it possible and profitable to organize alumni clubs for men and alumnae clubs for women and to hold joint meetings whenever it is found desirable. There are many matters in which the women alone are particularly interested and for which they can work more effectively as women. Michigan has worked along this line for many years with considerable success, and has ten or twelve alumnae associations. At Minnesota the Minneapolis alumnae have organized a club and have enlisted the support of the alumnae and former students in the furnishing of a house where women students secure board and room, on a co-operative plan, at greatly reduced rates.

This problem is complicated by the fact that at co-educational alumni meetings, the men bring their wives and the women their husbands, many of whom never had any connection whatever with the institution. This introduces an element not discordant, but to a degree unresponsive to the spirit of the occasion. The success of the beginnings along this line seems to predicate the increase of such organizations.

ALUMNI ON GOVERNING BOARDS OF STATE UNIVERSITIES.

Kentucky has a law, its passage was secured by the alumni of the University of Kentucky, giving the alumni the right to elect three members of the board of trustees, requiring the governor to appoint a certain number of alumni to the board and allowing the alumni to name three of the members of the executive committee of the board from the alumni. While it is the rare exception that the alumni of a state institution have the direct selection of the governing board or any of its members, as a matter of fact, such boards usually have a large percentage alumni among their number, and the alumni do more or less directly have much influence in selecting the personnel of nearly all state institutions. In states where the governor appoints the members he usually recognizes alumni sentiment and in states where the boards are elected, the alumni become active in securing the election of men or women who give promise of rendering the state good service on the governing board of the University.

ADVISORY ALUMNI MEMBERSHIP.

Advisory Alumni Membership on the board of trustees is a plan which has worked well at the University of Alabama. Two members are elected by the alumni who sit in with the trustees and may take part in the discussions but have no vote. It has been found that these two members exert a very strong influence upon decisions made by the trustees. These members are, of course, responsible to the alumni and are expected to report to the alumni.

ALUMNI DEBT.

The state has invested at least \$1,000 in every one of the alumni. At two per cent a year, it would take \$20 a year to merely keep up the interest on that investment. Alumni dues assist in effective work for the institution.

ALUMNI INTEREST.

A potent means of arousing alumni interest in the institution is to hold frequent meetings that will bring the alumni to-

gether and keep alive their interest in each other and so the institution. Such meetings are sure to result in service.

ALUMNI RESPONSIBILITY.

A university is not what the alumni say it is, but it is what the alumni make it. The alumni are the permanent body about the university. The faculty and the officers are merely transitory. So it falls upon the alumni to back up the school and get behind the movements started for its advancement.

THE APPEAL TO THE ALUMNUS.

In the small institution with its limited alumni body, the appeal can be made almost personal in every case and this fact argues conditions that makes any appeal based on common sense effective. The need of the college is sufficient incentive and it becomes a question of how to present that need to the individual alumnus. In the larger institutions it is different. Any appeal will reach many of the alumni, no appeal will reach some alumni, and the remaining alumni can be reached if the appeal is made that will bring to them a sense of their duty or privilege to do something for the institution which has done so much for them. The problem is one that each individual alumni association must meet, because in no two institutions are conditions precisely similar. The alumnus should be made to feel that by keeping in touch with the alumni organization he is keeping up his citizenship in the republic of culture and science and doing his part to maintain the high intellectual standards which such an institution as this implies. Personal responsibility is suggested, in a striking way, by the following:

“What kind of an association would ours be
If all of its members were just like me?”

AROUSING ALUMNI INTEREST.

It is the almost universal verdict of alumni secretaries that the best time to get hold of the alumni is before they graduate. The senior who ties up with the alumni association before he graduates is never sorry for it, and, on the contrary, is ever thankful that he did so. The best way to get hold of seniors is to get members of the class so interested in the matter that they

will appoint a committee to canvass the class and make the members feel that it is the thing to do to line up with the alumni. This lining up with the alumni may take various forms, but all will be alike in this, that the senior will sign up obligating himself to identify himself with the work of the association for a definite number of years. The usual form is to call for the making of partial payments on a life membership plan, to include also a subscription to the alumni publication. In another place is described a plan for senior insurance for some special object.

CAPITALIZING ALUMNI ENTHUSIASM.

This is the first purpose of an alumni association. The average alumnus has boundless enthusiasm for his college and everything connected therewith. It is the business of the association to see that this enthusiasm is directed into channels that will result in service to the institution. Whatever form of organization may be adopted, those who are responsible for the organization should remember that the primary purpose of any alumni organization is service to the institution. There need be no fear of over organization if the various groups are provided with important work to do. Anything worth doing carries its own appeal.

RECOGNIZE NATURAL ALUMNI INTEREST.

For many years one institution has issued a bulletin of information which has been sent twice each year to all the alumni. The bulletin has noted both college and alumni activities and has played a very important part in the securing of alumni attention which must underlie the development of alumni interest and support.

TRUSTEES REPORT TO ALUMNI.

Reports to the trustees of the University of Pennsylvania are made annually by nine committees, each reporting upon the results of its investigations and observations of a single division of the University organization. These reports, for the most part are very thorough and represent real thought about and study of the problems of the various divisions of the institution. These reports are published in the alumni magazine as well as sent to the trustees of the University.

A TRI-LEMMA.

One institution has used the following device for arousing interest and securing replies to circulars sent out. With the appeal, which was made as strong as possible, there went three coupons.

First: "I am very much interested in your undertaking and I am willing to contribute dollars per year."

The second read: "I am very much interested in your undertaking but at present find it impracticable to make any contribution but hope to do so in the future."

The third read: "I am totally uninterested in the whole undertaking and do not wish to be bothered."

You can imagine what the alumnus would do when up against such a proposition.

CLASS FUND PLAN.

Each Yale class now, on graduation, established what is called a class fund, which is turned over to the secretary. A subscription of ten dollars a man creates a fund of about three thousand dollars, and that fund is invested and held for the benefit of the class. The interest is used, and, when necessary, the principal. The class books, as they come along, are usually not paid for out of this class fund, but they are paid for by subscription again from the class. When there is a book which costs \$600.00, an assessment of three dollars on each man is made, but the book is sent to every man. The deficit from the number who don't pay, a third of the class, possibly, is made up by making the assessment extra large for those who do pay or by drawing on the class fund. This class fund is held by the class secretary, or whoever he delegates, to meet postage charges, etc., deficits from class dinners and reunions. It is in general a fund for general class use. At the death of the last survivor of the class the fund becomes the property of the university.

CLASS REUNION FUNDS.

Class reunion funds are provided in a novel way by some of the classes of Columbia University. Briefly stated, the plan is—The class fixes upon the amount to be raised for some reunion or reunions some years in advance. The class then takes

out endowment insurance upon the lives of some members of the class. The premiums are paid by the class members and the money received from the maturing of the policies goes to the class for its use in celebrating the reunion for which the fund was raised.

CLASS BIRTHDAY GREETINGS.

This plan involves simply the publication of the birthdays of class members—the year is not necessary. This list is sent to all class members with the suggestion that it would be a pleasant practice if members of the class would remember, with a post card or letter, the birthday of each member of the class as it comes along. With older and smaller classes this is particularly enjoyable.

CIRCULARIZING.

Experience has shown that letters sent out through the class officers are far more effective than when sent out direct from the alumni association. The class is the natural unit and the class officer knows what will appeal to his class as no one else can know. The work may be mostly done in the general office but the letters sent out should bear the unmistakable marks of class authorship and the signature of some member or members of the class who mean something to the class. The class officer, when signing the letters, can often put in just a word or two that will give it a personal touch that will pull when nothing else will. This has been demonstrated many times.

GATHERING PERSONAL NEWS ITEMS.

At Minnesota it has been found helpful to request personal items when sending out bills for the alumni publication. The bill is made the size of a full letter sheet and the lower half, which is left blank, is headed—"Please send in some personal notes concerning yourself and friends—use this blank." Thousands of items are secured in this way. Frequently, from two to a dozen interesting personal items will come in on a single sheet. Probably two-thirds of the items received come in response to this invitation. Michigan has successfully followed the plan of devoting one number, partly at least, to the affairs of some one local alumni association, with a general article, either from the

president or secretary, giving the history of the association, and portraits of the officers. Another section, perhaps, is devoted to the alumni of the same place, followed by a large number of personal items.

CO-OPERATION OF ALUMNI.

Get the alumni who have stood for something in their day in college to write to the alumni publication and tell of the affair with which they were identified and publish a recent picture of the writer or other persons who are mentioned in the article. This arouses interest as almost nothing else will.

CO-OPERATION.

The alumni association should be sensible of its place in the great movement of college and university men in our national life. Co-operation among the alumni of the various colleges has not proceeded very far yet, though in some of the larger centers of population there are organizations for social service, aiming to employ the graduates of all colleges in civic and social improvement. This movement is spreading and is rich in promise. Such co-operation has done much already, in the places where it has been established, to carry alumni organizations beyond the problems and needs of their own institutions into the broader field of public life, and we may expect a greater development in the future. The possibilities are almost limitless.

THE WORTH-WHILE ATTRACTS.

The alumni are interested in the serious and worth while things about the institution; if a speaker will put his heart into the matter, and talk of the serious things in an interesting way, he will be as welcome as though he discussed athletics or any other never-failing topic of interest.

REACHING THE ALUMNI.

Those engaged in alumni association work have long realized the fact that the alumni publication does not reach many of those most in need of it. Those who have grown indifferent and who only need what the alumni publication provides, to make them actively interested in the institution and the work of the associa-

tion for the institution. Northwestern University has attempted to overcome this difficulty by the publication of a *Quarterly*, which is sent to every alumnus of the university whose address is known. The publication contains a digest of the current news and life of the institution. It is complete enough so that the alumnus who will take time to read it will have a fairly comprehensive grasp of what is going on at the university for the year.

SPECIAL OFFERS.

Experience teaches that the special offer, even with alumni who should need no such inducement, has a certain pulling power. The offer may not be one that involves much money but it should be something that has a sentimental value and should be something, if possible, connected with the institution, such as pictures, books, trinkets, buttons, pins, emblems of various sorts.

KEEP IN TOUCH WITH THE ALMA MATER.

A prominent alumnus, for many years a careful student of college problems, urges greater companionship,—comradeship, he expresses it—of alumni and students. Alumni should visit the college regularly, systematically, see as much as possible of the students, enter into the student life and experience, and prove their professed personal interest. Students welcome such association with great-hearted, red-blooded, clear-headed alumni, and show themselves quick to take advantage and to seek counsel. A prominent New York professional man made a practice of visiting his own college six times a year, in this way. He kept up the practice for eight years, and he considers his half hundred week ends at his alma mater among the richest experiences of his crowded life. It is interesting to know the emphasis placed by college students upon alumni influence and co-operation. An able student in a middle west college placed emphasis in this order: First, personal good citizenship of alumni; second, sending strong students to the college; third, personal visits to the institution; fourth, gifts. At the Massachusetts Institute of Technology, the students have welcomed the action of the alumni council in establishing a system of advisory councils, which affect almost every branch of student life and activity.

Nomination for positions on these various councils are made by the alumni, but must be approved by the undergraduates before they become effective. From a selfish standpoint alone, the alumnus who fails to keep in touch with the institution which gave him his training is losing more than he can know of the benefit which he might reap by simply keeping up that relationship.

LIFE MEMBERSHIPS.

Organized Alumni work to be of permanent value, must be assured of continued and adequate support. There is but one way in which this can be assured and that is by an endowment. The usual way of providing for this endowment is by the sale of life memberships, for a definite sum paid at one time or in installments which will net the association what the endowment would if paid at once—that is, if paid in installments the payments should be so increased as to provide for an income from the membership while it is being paid. Experience has shown that it is wise to have this membership large enough so as to provide for the furnishing of the alumni publication free to life members. Thirty-five dollars seems to be an adequate sum for this purpose and may be made payable over a period of seven years.

INSURANCE ENDOWMENT.

This is a plan that is beginning to find favor among graduating classes. The plan calls for members of the senior class to take out policies for \$100 each, on the twenty-payment plan. When fully paid, the face value of the policy would be available to any particular purpose agreed upon when it was taken out. In this way classes are able to make gifts that would otherwise be out of the question, and the burden upon the particular individual is not heavy. It also makes it possible for the comparatively poor to feel that they, too, can have a part in the plans for doing something for the institution.

INSURANCE PLAN APPEALS.

Insurance endowment is a comparatively recent idea. The plan has been successfully instituted in a number of institutions

notably at California and Vanderbilt. In California, in 1915, four hundred and eighteen members of a class of 1,000 signed pledges to take out individual policies of \$100 each. These policies run for twenty years and the individual keeps up the annual payments which are very small, and the University receives the face value of the policy at the end of the twenty year period.

At Vanderbilt University, the 1915 senior class, 200 strong, was brought together for a banquet, and the plan was submitted and 96 members signed up then and there. A committee was appointed to place the matter before other members of the class, and later, pledges from practically every member of the class were received. This means that the class of 1915 is carrying life insurance to the total amount of \$20,000, and that the University will in 1935, profit to that extent by the contributions of a single class. The plan has many features to commend it. It distributes the financial burden over a period of years so that it is scarcely felt and insures a gift to the institution that is a substantial addition to the regular income.

INCREASING THE LIFE MEMBERSHIP LIST.

The General Alumni Association of the University of Minnesota felt the need of increasing its life membership list which at that time was 1750. It was decided to ask fifty alumni to contribute \$100 each, conditioned upon 1,000 other alumni taking out life memberships and paying for the same at \$10 each. It took nearly a year to put the plan through, but it was done and the endowment fund of the association was increased from \$17,500 to \$32,500, which will yield an annual income of about \$1,900. This association expects to increase this fund to \$50,000 at least, to assure the adequate and continued support of the work of the association for the University.

POOL CALLS ON ALUMNI.

To eliminate the promiscuous soliciting of alumni for funds, the Iowa State College alumni association has created a committee to pass upon all calls, that are made by the organizations of that institution, upon the alumni. The alumni understand that unless the call bears the O. K. of this committee, it has no claim upon them.

UTILIZE ALUMNI IN EXTENSION WORK.

At North Dakota, the alumni secretary is a member of the extension staff of the institution. His work takes him all over the state and he is thus able to get in personal touch with a very large number of the alumni. He also makes use of the alumni in developing extension work of the university.

INTER-COLLEGE CO-OPERATION.

A plan of co-operation has been devised by the alumni associations of the State University of Iowa and the Iowa State College. The purpose being to eliminate misrepresentations in the press and to work together in the campaign before the legislature for state support for both institutions. The plan is worked through a joint committee. The executive committees of the two associations also meet annually at the time of the football game between the two institutions.

A PARTNERSHIP CLUB HOUSE.

A partnership club house has been suggested by the Purdue alumni of New York City, who are trying to work out the idea, and determine its practicability. The plan is substantially this, that the alumni of a group of middle western universities should combine their resources and erect a club house for the use of the alumni of those universities residing in New York City. No definite plan of organization has yet been proposed, but an effort is being made to determine whether the proposition can be made practical.

THE LABORING MAN AND THE STATE UNIVERSITY.

Several years ago, a laboring man, who was a member of the legislature of the state of Illinois, went to President James and said—in substance—"I am not unfriendly to the University, but I do not see what the University is doing that is of benefit to me as a laboring man. Why should the laboring man support the University?"

President James turned this man over to an officer of the University, qualified to show him what he wanted to know, and they went about the institution, from building to building, from laboratory to laboratory; the man saw what the University was really doing in its various branches. After one day spent in this

way, the man returned to President James, and said: "I am completely satisfied and will stand for anything that you feel is necessary for the support of the University."

A GRADUATE COUNCIL.

Graduate Council form of Organization for the college association has proved effective in places where it has been tried. One form of this council is to have a representative from each class and perhaps half as many more representatives chosen at large. These representatives elect officers and appoint committees. As the work is largely under the direction of such committees, the whole field of alumni activities is covered by appropriate committees. Adelbert College of Western Reserve University has six committees as follows: Executive; alumni interests; alumni records; publicity; secondary schools; finance.

UTILIZES HOTELS.

The Michigan Agricultural College alumni association maintains at one hotel in each of the leading towns of the state of Michigan, a list of graduates and former students of that institution, living in or near the city. The lists are used by the extension lecturers of the college who are traveling over the state constantly. The plan also proves an inducement to the hotel men to advertise in the alumni publication.

FOR A GRADUATION PRESENT.

A suggestion, for a graduation present, is made to the parents of members of the senior class of the University of Pennsylvania, by the General Alumni Society. This society sends out each year, a card suggesting that a bond for \$100, made over to the society in the name of the one about to graduate, will provide him a life membership, including the alumni publication and any other rights and privileges which attach to such membership.

CENTER OF CELEBRATION.

"Monnett Day" at Ohio Wesleyan University is the day when the women of the University entertain their mothers with a regular May day program. The alumnae return for this event,

which usually comes late in May. The day receives its name from the donor of the women's gymnasium.

UNIVERSITY SERVICE TO ITS ALUMNI.

1. Any institution will find it worth while to welcome the expression of alumni interest in the institution;
2. Provision for the expression of alumni opinion in the selection of members of the governing board;
3. Inviting alumni to inspect the institution and formally express their opinions upon their findings;
4. Show a disposition to meet the alumni half way, taking them into the administration's confidence, and if unable to follow alumni suggestions explain the reason;
5. The institution can serve its purpose by providing for directing graduates in courses of reading and study for which certificates may be awarded;
6. Set a day and invite the alumni back to visit classes and laboratories and provide some sort of entertainment for them that will give the alumni a real taste of University life;
7. The establishment of a bureau of appointments with the idea of placing men where they can make good use of their University training and rendering a real service to society by bringing the man and the work which he is fitted to do together.

ALUMNI BADGES AND BUTTONS.

Michigan has found, from experience, that badges and buttons are always popular. Every alumnus who attends the reunion receives a badge; classes are given a button bearing the class numerals and a bit of ribbon in University colors. These badges are given only when the alumnus registers at headquarters. A special alumni bronze button is also provided for all whose magazine subscriptions are paid up to date. The registrations are so complete that any alumnus can easily locate any other alumnus during commencement week, by consulting a bulletin, upon which the names of alumni in attendance, arranged by classes, are posted, as soon as they register. Wisconsin tried a plan of furnishing its alumni badges—"I am a live wire, are you?" "I have paid my dues, have you?"

COLLEGE SPIRIT.

The alumni are largely responsible for college spirit, and whether it is desirable or undesirable depends very much upon the attitude which the alumni take upon live issues before the institution.

HANDBOOK FOR THE ALUMNI.

The Alumni Association of the University of Michigan has made a practice for the past ten years of publishing a handbook of information for alumni at the reunions every June. This book is given to everyone who registers at the alumni room. It contains, in addition to a complete program of the whole alumni week, details as to registration, entertainment, rooms, boarding, etc., a map of the city, a list of the officers of the University, a short description of the University, and a guide to the various buildings. The schedule of the Dix reunion plan is also included, as well as the local train tables. The whole makes a twenty-four-page booklet with cover.

XIV. PERTINENT PARAGRAPHS.

"The alumni body is a conservator—a balance wheel." L. N. Flint, Kansas.

"The influence of the alumni upon the undergraduate body is an important feature of alumni work." C. L. Jenks, Dartmouth.

"The best men belong." John A. Lomax, Texas.

"The secret of success in local alumni association work is to give the alumni something to do for the University and for the community in which they live." W. B. Shaw, Michigan.

"There has been a reaction against the idea of efficiency as the end of education." Chancellor Jordan, Leland Stanford University.

"In season and out of season, I believe that secretaries, of state universities especially, should preach the doctrine, that in one form or another, every beneficiary of a state university should return to the institution what he received from it." John A. Lomax, Texas.

"I do not think there is any phase of college work with such enormous possibilities. I hope that institutions that do not realize this will not disgrace the name of alumni secretary by employing as secretary a failure and a mollycoddle. I hope they will not attempt to employ an alumni secretary to serve as campaign manager to raise money for temporary purposes. Such conception of the work is too low. The work of the alumni secretary is not that of a beggar, though we do want to remind alumni of their obligations to Alma Mater. It is not the work of the impractical preacher, a mere advocate, a mere booster, a mere clerk, a mere scholar. It should combine the best qualities of all these. The field is broad enough to make use of such qualities as we seek in college presidents." Charles Cason, Vanderbilt.

The beatitudes. The alumni secretary suffereth long and is kind; the alumni secretary envieth not; the alumni secretary vaunteth not himself, is not puffed up, doth not behave himself unseemly; seeketh not his own, is not easily provoked, thinketh no evil; beareth all things, believeth all things, hopeth all things, endureth all things. The alumni secretary never faileth; but whether there be university trustees, they shall fail; but whether there be presidents, they shall cease; whether there shall be college professors, they shall vanish away. But when that which is perfect is come, then that which is in part shall be done away. And now abideth college president, college professors and alumni secretaries, but the greatest of these is the alumni secretary—if he doeth his job. John A. Lomax, Texas.

"I am not working for Yale, but for Lux et Veritas. Similarly, at other colleges, we are not working for them but for the ideals for which the college stands." E. R. Embree, Yale.

"A university is not what the alumni say it is, but it is what the alumni make it. We must impress upon our alumni that they themselves must be representative men. We and they must take care not to be misrepresentative." H. S. Warwick, Ohio State.

"He (the graduate of a large university) must realize that by keeping in touch with the alumni organization he is keeping up his citizenship in the republic of culture and science and doing his part to maintain the high intellectual standards which such an institution implies." Frank W. Dignan, Chicago.

"The best way to make every graduate a member of the alumni association is to get the seniors before they leave." Ward M. Jones, Iowa State College.

"The purpose of every alumni association should be, to substitute organized alumni loyalty for unorganized good will and to secure the maximum of efficiency for every ounce of alumni effort invested." E. B. Johnson, Minnesota.

"The community judges and will continue to judge a college by what its sons are and do. * * * Let the alumni assist in emphasizing the ideal that the college and university are a training for life and citizenship." D. C. Matthews, Western Reserve.

"Plan your work—Then work your plan." A. D. Butterfield, Worcester.

"But it is important that the work be well worth doing,
* * * The big job carries its own appeal." D. C. Matthews, Western Reserve.

"College forms for a man, the inspirations of a life time, the opportunities of a life time, and the friendships of a life time." Thomas Connally, Georgia.

"The class secretary ought to begin operations as soon as the freshman class is organized." F. W. Scott, Illinois.

"Criticism, even though temporarily, it stings and hurts, cannot but be helpful in the end, provided it be made in the right spirit and is followed by constructive ideas to remedy defects." L. P. Lochner, Wisconsin.

"The highest service of the alumni organization is to bring to the service of the college the very best that the sober judgment of an awakened and enlightened alumni body is capable of producing." E. B. Johnson, Minnesota.

"Here, it seems to me, lies one of the great fields for organized effort on the part of the alumni association—to become the medium between the university and the alumnus, to act as interpreter when necessary, keeping alive in the spirit of the busy alumnus the academic love of learning for its own sake, and to bring into the life of the University a spirit of progress and efficiency from the outside world. * * * It should welcome the criticism of hard-headed alumni to the end that the university may not march out of step with the times." W. B. Shaw, Michigan.

"One of the qualifications of a class secretary * * is the power to thrive in obscurity. Whoever may run with the leaders * * hidden back in the dust are the wheel-horses who are really making the wheels go round. * * a class secretary is one of the wheel-horses." W. F. Sheldon, Wesleyan.

"If local clubs can foster and disseminate it (loyalty to the college) their existence is well worth while." W. W. Rowlee, Cornell.

"The local association, often a loosely organized group, meeting in a desultory way once or twice a year, may be transformed into an energetic organization and a constructive force by accepting some worthy mission. Alumni organizations, like human muscles, become flabby when not exercised." D. C. Matthews, Western Reserve.

"There is always the danger in the larger endowed universities, when they depend too greatly upon the gifts from the wealthier classes of America, that they become ultra conservative. It is only by the coming in of alumni influence that such danger can be removed." Glenn Frank, Northwestern.

"Alumni service rendered the undergraduates, seems, in our case, to have laid the foundation for the best alumni spirit, and therefore, has served the alumni themselves." Walter Humphreys, M. I. T.

"If the college (alumni) paper has any excuse for being at all, it is to get read, and to reach this result there is but one road, and that is to get out a publication which of its own enlivening and spirited and interesting character will make its subscribers want to read it." Edwin Oviatt, Yale.

"The alumni of a state university are first of all good citizens; they desire for the University only what all good citizens desire—whatever may be necessary to make the university of the greatest service to the state. They should ask for nothing for the university which cannot be secured by the fullest and frankest publicity. The only respect in which the relation of the alumnus differs from that of any other citizen of the state, is in the knowledge of its needs and possibilities and a feeling of personal gratitude." E. B. Johnson (Minnesota).

"The very greatest thing any alumnus can do for his institution is to simply be himself, raised to his highest power for good in the community." Shepherd (Sewanee).

A prominent eastern educator once said—"Many of the knotty problems of collegiate education would be solved at once if, along with the diploma, there went some sort of anaesthetic which would put the new graduate out of the way for ten years, during the awful 'young alumnus' stage, and then return him to

the college with the energy and enthusiasm of the new graduate and the solidity and steadiness of the older alumnus."

"I am inclined to think that the greatest good to the student of the whole organized machinery of graduate loyalty is the impression that it must give him of the permanent importance of his college course and college life as a factor in all work and activities of the outside world." E. R. Embree (Yale).

THE TEN COMMANDMENTS.

"The Ten Commandments" for all officers of Pennsylvania alumni, is a publication put out by the General Alumni Society. This publication, a small four-page pamphlet, contains some excellent alumni advice put in effective words. It is so good that we quote the commandments in full:

1. Make your meetings informal by having a summer outing, a day in the country or on the river, with games, when you can do something together. Forget numbers and departments.

2. Have your meetings at seasonable times, when traveling is easiest and sickness least likely. The principal use of these meetings is to get to know each other.

3. Try to establish scholarships in your schools. Have the prominent graduates of the schools among our alumni visit and address them frequently. Give the schools and individuals pictures and copies of "Pennsylvania," the illustrated book about the University.

4. When an alumnus among you distinguishes himself, get it in the papers that he is a Pennsylvania man.

5. Classes should return to the University as often as possible, with emphasis on five year periods. Concentrate on Alumni Day, June 17th. Have your class dinner then; there is most to attract in Commencement Week. Keep in touch with each other by class letter or birthday card.

6. Work for class solidarity. Those of same age, similar tastes and same strivings who played and studied in the same environment are naturally bound together. The class brings you back in the name of the University.

7. Keep the central office advised of any changes of address in your group. Exchange lists with us every year and make an annual report on March 15th.

8. When any alumnus settles in your district, give him a welcome and make him feel the fellowship of Pennsylvania men everywhere.

9. Find some one in your group who is in intimate touch with the newspapers, and get publicity for the University. We will send material.

10. Choose your secretary with care and deliberation. The whole organization falls if these men do not respond, if their hearts and heads are not enthusiastic for Pennsylvania. If a press of affairs prevents active service, resign and see to it that a worthy secretary is chosen. Don't let the University suffer and your society become embarrassed.

At your central office there are—song sheets, silk rosettes, small silk flags, motion films, lantern slides, seal stamping, University pictures, song records, illustrated book, information.

A DEFINITION.

"The best definition I can frame of an alumnus is that he is the devoted son of a good mother. A devoted son best serves a good mother by living a high and good life, in the first place, by remembering her in his strength and in her weakness. Alma Mater, our institutional mother, unlike our dear mother of flesh and blood, is always young, is always growing and always needing strength. She is a creature of immortal youth and deathless function and endless needs. There is about her an eternal fecundity. Young scions play about her knees in ever increasing numbers while her greatgrandchildren come on pilgrimages in her honor.

"During my twelve years' presidency of our University I have met many alumni of many types in many quarters of the globe. I have never yet met one whose eye did not brighten and whose spirit did not glow at the mention of his Alma Mater. Some were radicals and wanted things done and done quickly and done differently. Others were conservatives and wanted nothing done. Some were progressives and saw with steady

vision the path human training ought to follow in our day. Others, however practical about their affairs, dissolved into sentiment immediately upon entering the long walk from the post-office, and saw the University, as John Hay once put it in his literary way, 'Through the rosy mists of memory transfigured by the eternal magic of what once seemed to them endless youth.' "

Edwin A. Alderman, President of the University of Virginia.

A STATE OF MIND.

" 'Letters asking for money are all that I ever get' from the University," complained an alumnus of a state university, some time since.

Rather bad, wasn't it? For four years the university had busied itself giving things to this young man. Why should it suddenly stop?

The state had spent some \$800 on him. He—or his father—had paid perhaps fifty dollars in fees. Wasn't it natural that he should open a letter from the University expecting to find at least the interest on his fifty? If he had paid in eight hundred dollars and received an education costing fifty, he would have felt differently. A letter asking him to support an organization that exists merely to help the university was indeed an absurdity. The letter should have contained—well, now, what should it have contained?"

—The Graduate Magazine (Kansas).

LIKEWISE AND ALSO.

"Hundreds of letters have been received in the alumni office this fall from alumni in all sections of America, as well as foreign countries. Practically all of these were enthusiastic and contained substantial endorsements of the program undertaken. There has recently come one letter, however, which has attracted our attention because it was so different from the rest. It is a remarkable document. The author must be a strange something himself. No one except the person addressed knows the name of the writer of this letter, and no one else will ever know. The letter has been preserved but the signature destroyed. But here is the letter:

'I have had quite a number of circular communications from Vanderbilt, asking for donations. Is it possible that a Univer-

sity like Vanderbilt is in such straits it is necessary to send out letters of solicitation to students of twenty-five or thirty years ago? I paid my tuition at Vanderbilt, had value received and consider the matter closed.'

My dear mistreated man, you are too generous. You say you paid your tuition at Vanderbilt and 'had value received.' No, no, you got nothing. You wasted the time you spent here. That can never be recalled, for these precious years you can never be repaid.

But you probably would think more of the money than 'the precious years' of your youth. You paid your tuition. Vanderbilt took it. She was bound by honor and law to give you something in return. We need not stop here to consider the fact that no student pays in tuition and fees more than about one-fourth of the actual cost to the University of giving him his training. A student pays a little more than \$100 a year. Against that Vanderbilt furnishes all the income from the endowment and the use of everything invested in grounds, buildings and equipment. To have secured these things alone would require a tuition fee four times as great as the student pays.

She can do this because of the fact that God didn't make everybody like the writer of this letter. He made most men more generous, with some vision and with some passion for good works.

But leaving out all consideration of this, you still have been cheated. Even if you didn't pay Vanderbilt much, you paid what little you did pay with the understanding that Vanderbilt would give you something in return. She gave you nothing. She made a failure of you and had as well admit it, whether you do or not. Of course, you owe Vanderbilt nothing. The opposite is nearer justice. Vanderbilt really owes you something for having taken your 'pay' and made nothing of you.

We have never seen the author of this letter. We want to—such things are always interesting. Do you suppose he ever did an unselfish thing in his life? Do you suppose he ever votes? Do you suppose he ever goes to church before the collection? He is the kind who would whip children on Christmas eve to keep them from asking for candy on Christmas Day."

—The Vanderbilt Alumnus.

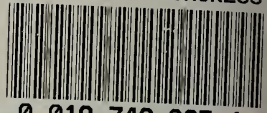
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